

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Cabinet

Date: Tuesday, 25th June, 2019
Time: 2.00 pm
Place: Committee Room 1 - Civic Suite
Contact: Colin Gamble

Email: committeesection@southend.gov.uk

AGENDA

1 Apologies for Absence

2 Declarations of Interest

3 Minutes of the Meeting held on Tuesday, 12th March, 2019

****** HERE AND NOW**

4 Southend 2050 - Review in context of the Joint Administration's Policy Objectives

Report of Strategic Director (Transformation)

5 In the context of the vision for Southend 2050, what is the vision of young people which improves their lives, and what are the pathways to achieve this

Scrutiny Report

6 Reimagining the Town Centre in the Context of 2050

Scrutiny Report – to follow

7 Cabinet Working Parties

Report of Strategic Director (Transformation)

8 Southend Town Centre & Seafront Public Spaces Protection Order

Report of Strategic Director (Legal and Democratic Services) – to follow

9 Housing Update

Report of Deputy Chief Executive (People)

10 Southend Safeguarding Partnership

Report of Deputy Chief Executive (People)

11 Housing Allocation Policy Review

Report of Deputy Chief Executive (People)

- 12 Annual Public Health Report**
Report of Deputy Chief Executive (People)
- 13 Petition Against New Parking Charges - Referred by Council on 17th April 2019**
- 14 Petition Relating to the High Street and Two Hours Free Parking - Referred by Council 17th April 2019**
- 15 Review of Statement of Licensing Policy**
Report of Deputy Chief Executive (Place) – to follow
- 16 Recruitment of Special Constables**
Report of Deputy Chief Executive (Place) – to follow
- 17 The Official Feed and Food Control Service Plan 2019/20**
Report of Deputy Chief Executive (Place)
- 18 Notice of Motion - Traveller incursions in the Borough - Recommendations from Council 13th June 2019**

**** **PERFORMANCE**

- 19 Year End Performance Report 2018/19**
Report of Strategic Director (Transformation)
- 20 Southend 2050 Corporate Performance Framework for 2019/20 Onwards**
Report of Strategic Director (Transformation)
- 21 Corporate Risk Register**
Report of Strategic Director (Finance and Resources)
- 22 Revenue Outturn Report 2018/19**
Report of Strategic Director (Finance and Resources)
- 23 Capital Outturn Report 2018/19**
Report of Strategic Director (Finance and Resources)
- 24 Council Debt Position to 31 March 2019**
Report of Strategic Director (Finance and Resources)
- 25 Treasury Management Report 2018/19**
Report of Strategic Director (Finance and Resources)
- 26 Council Procedure Rule 46**

Members:

Cllr I Gilbert (Chair), Cllr R Woodley (Vice-Chair), Cllr T Harp, Cllr A Jones, Cllr C Mulroney, Cllr K Robinson and Cllr M Terry

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Tuesday, 12th March, 2019

Place: Committee Room 1 - Civic Suite

Present: Councillor J Lamb (Chair)
Councillors J Courtenay (Vice-Chair), H Boyd, T Cox, M Flewitt,
A Moring and L Salter

In Attendance: J K Williams, S Leftley, A Lewis, J Chesterton, J Ruffle, P Geraghty, B
Martin, S Baker, G Halksworth, I Ambrose, L Bowen, N Laver, P Grout,
G Shine and C Gamble.

Start/End Time: 2.00 - 4.00 pm

766 Apologies for Absence

There were no apologies for absence at this meeting.

767 Declarations of Interest

The following Councillor declared an interest as indicated:

Councillor Flewitt – Agenda Item 7 (South Essex Homes Housing Management Partnership Agreement) – Non-pecuniary interest – friends and family are tenants of South Essex Homes.

768 Minutes of the Meeting held on 17th January 2019

Resolved:-

That the Minutes of the Meeting held on 17th January 2019, be confirmed as a correct record and signed.

769 Minutes of the Meeting held on 12th February 2019

Resolved:

That the minutes of the meeting held on 12th February 2019 be confirmed and signed as a correct record.

770 Transport Procurement

The Cabinet considered a report of the Deputy Chief Executive (People) providing an update on the procurement for the preferred bidder to create a Joint Venture Partnership (JV) to deliver the Council's Passenger Transport Service.

Resolved:

1. That the selection of the preferred bidder as detailed in the Part 2 report be confirmed and that a Joint Venture Partnership (JV) be established with the preferred bidder for a period of 10 years with an option to extend for a further 5 years.
2. That the Council's annual contribution to the JV of £1.8M, be approved.
3. That the proposed additional community benefits as detailed within the Part 2 report, be approved.
4. That the additional financial arrangements as set out in the Part 2 report, be approved.
5. That the Strategic Director (Transformation), in consultation with the Deputy Chief Executive (People) and the Strategic Director (Finance and Resources) be authorised to:
 - a) Negotiate and settle the final details of the contractual obligations and responsibilities of each party which will be formalised and documented within a Partnership Agreement and further legal documents that are ancillary to this;
 - b) Take decisions associated with the creation of the JV (including organisational structure, Council representation and the appointment of directors) to ensure agile and timely decision making keeping the implementation of the JV to timetable and protecting the Council's position;
 - c) Finalise and complete any ancillary agreements or documents necessary to give effect to the constitution, implementation and functioning of the JV company in accordance with the submitted report and its appendices.

Recommended:

6. That the terms of reference of the Council's Shareholder Board be amended to include this JV. ||

Reasons for decision:

The Council has a statutory duty to provide the passenger transport service. The JV approach is the best delivery model to achieve sustainable transport provision for the Council and offers transparency of costs, visibility of profits and the ability for the Council to have joint control in the delivery of the service.

Other options:

Do nothing – This option has been rejected because there is an ongoing, statutory need for this service. To allow existing arrangements to continue without an agreed contract established would place the Council in a non-compliant position, and the continuation of an 'in-house' service would require significant capital investment in the Council's fleet.

Note: This is an Executive Function save that Recommendation in 6 above is a Council Function.

Called-in to: People Scrutiny Committee and Policy and Resources Scrutiny Committee

Cabinet Members: Cllrs Boyd, Cox and Moring

771 Southend-on-Sea Commissioning Framework

The Cabinet considered a report of the Strategic Director (Transformation) which sought approval to devise and implement a commissioning framework that supports the Council's ability to become an Outcome Based Commissioning Organisation.

Resolved:

1. That the definition of commissioning for Southend-on-Sea Borough Council be as follows:

*“the process by which we understand the collective approach needed in order to deliver the Southend 2050 outcomes; and what we need to do with others to make them happen. In practice, this is not in-sourcing or out-sourcing but clearly **‘right-sourcing’**.”*

2. That the overarching principles of the Southend-on-Sea Commissioning Framework, be approved.

3. That, as part of a transitional period to an outcome based investment model, the Thematic Annual Procurement Plan 2019/20, be approved.

4. That the Market Position Statement for publication as set out in paragraph 5.7 and Appendix 4 to the report, be approved.

Recommended:

5. That the Constitution be amended as set out in paragraph 5.6 and Appendix 3 of the submitted report. ||

Reasons for decision:

As set out in the submitted report.

Other options:

The alternative option is to carry on deploying a range of approaches for the commissioning, procurement and contracting activity. This would not best support the delivery of the Southend 2050 ambition and outcomes.

Note: This is an Executive Function save that recommendation in 5 above is a Council Function.

Called-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Lamb

772 South Essex Homes Housing Management Partnership Agreement

The Cabinet considered a report of the Deputy Chief Executive (People) proposing the extension of the existing Partnership Agreement between Southend Council and South Essex Homes and the continued development of the successor Agreement, together with timescales for this work.

Resolved:

1. That the extension to the current Partnership Agreement between Southend-on-Sea Borough Council and South Essex Homes, and the concurrent development of a new agreement, be approved.

2. That a new Housing Management Partnership Agreement for approval be submitted to Cabinet in September 2019.

Reasons for decision:

South Essex Homes provide vital services on behalf of the Council and its tenants and as such it is of importance that the agreements in place between the organisations are progressive, robust and in line with the ambitions set by the Council on behalf of local people through Southend 2050.

In order that the new Housing Management Partnership Agreement effectively translates the actions and ambitions into a useful contract that supports both organisations' roles further time is required to incorporate recent and emerging developments. To allow for this, use of the available extension to the existing agreement is required.

Other options:

To reach agreement between the Council and South Essex Homes over the current draft of the new agreement. However, this would not fully assimilate the requirements imparted through any Better Queensway partnership developments nor fully align with the Southend 2050 Outcome Delivery Plans as both areas of work remain in development.

Note: This is an Executive Function.

Eligible for call-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Cox

773 Update of Policies relating to Highways Inspections of the Civil Enforcement Policy

The Cabinet considered a report of the Deputy Chief Executive (Place) requesting consideration of the updated Highways and Parking Policies for approval.

Resolved:

1. That the Highway Policy Note No.2 (1999) (Appendix A to the submitted report) be replaced with the updated Highway Safety Inspection Policy and Guidance (Appendix B to the report).

2. That the Parking Policy (2015) (Appendix C to the report) be replaced with the updated Civil Enforcement of Parking Policy and Protocol (Appendix D to the report).

3. That the Director of Planning and Transport, in consultation with the Cabinet Member for Infrastructure, be authorised to replace contravention codes and descriptions when such codes and descriptions are updated by Government or a responsible Government Department.

Reasons for decision:

To update the Highways and Parking Policies in line with best practice, current legislation and statutory requirements thereby ensuring the Council is fully compliant with its statutory duties.

Other options:

None.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Moring

774 Southend Energy Partnership, Transfer to New Supplier

The Cabinet considered a report of the Deputy Chief Executive (Place) which sought approval to transfer the contract for the operation of Southend Energy from OVO Energy Ltd to Robin Hood Energy.

Resolved:

That the transfer of the contract to operate Southend Energy from OVO Energy Ltd to a new 5 year contract with Robin Hood Energy, subject to agreeing suitable commercial terms, be approved.

Reasons for decision:

A new contract with Robin Hood Energy for Southend Energy will revitalise the scheme and will support its provision for a further 5 years. Continuing Southend Energy provides a focus for encouraging households to switch to achieve the best energy contracts for them. The new contract with Robin Hood Energy does not have the same geographical constraints as the previous contract with OVO providing a wider market and for Southend Energy to take on customers from outside the Borough that respond to marketing within the area.

Other options:

To close Southend Energy. The ongoing impact of the additional switching and the opportunity to further encourage switching would be lost.

To renew or extend the contract with OVO. This was impossible to negotiate due to the changed circumstances and strategy at OVO.

To tender for a new supplier. There are no known alternative suppliers able or willing to take on a new contract for Southend Energy as the scheme is generally too small for the very large energy suppliers.

To convert Southend Energy into a full Energy Company with its own supply licence. This approach is not financially viable at the present time.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee

Cabinet Member: Cllr Flewitt

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

The Cabinet considered a report of the Deputy Chief Executive (People) presenting the annual assurance assessment for the Chief Executive and Councillors in respect of their responsibilities for safeguarding children and adults in Southend.

Resolved:

That the submitted report be noted and the actions detailed in Section 6 of the report, be approved.

Reasons for decision:

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

Other options:

None.

Note: This is an Executive Function

Called-in to: People Scrutiny Committee

Cabinet Members: Cllrs Cox and Boyd

776 Annual Education Report

The Cabinet considered a report of the Deputy Chief Executive (People) setting out the format and context of the Annual Education Report 2018.

Resolved:

That the Annual Education Report, be approved.

Reasons for decision:

The Annual Education Report provides a concise, relevant and accurate summary of the performance of the Council and is an opportunity for Councillors to recognise and celebrate the very strong performance of schools in the borough at all key stages relative to the national benchmarks, and a point to formally congratulate pupils, staff and schools for such strong achievement.

Other options:

None.

Note: This is an Executive Function

Called-in to: People Scrutiny Committee

Cabinet Member: Cllr Boyd

777 Mid-Year Statement of Purpose for Fostering and Adoption

The Cabinet considered a report of the Deputy Chief Executive (People) presenting for review the updated Statements of Purpose for Adoption and Fostering in line with Standard 18.3 of the Adoption National Minimum Standards and Standard 16 of the Fostering National Minimum Standards.

Resolved:

That the updated Statements of Purpose, as set out in Appendix 1 to the submitted report, be approved.

Reasons for decision:

To approve the updated Adoption and Fostering Statements of Purpose.

Other options:

None.

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Cabinet Member: Cllr Boyd

778 Quarter Three Treasury Management Report - 2018/19

The Cabinet considered a report of the Strategic Director (Finance and Resources) setting out the treasury management activity and compliance with the treasury management strategy for both quarter three and the period from April to December 2018.

Resolved:

1. That the Quarter Three Treasury Management Report for 2018/19, be approved.

2. That it be noted that the treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to December 2018.

3. That it be noted that the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.

4. That it be noted that £0.628m of interest was received during the nine month period. The total investment income earned including this interest during this nine month period was £1.843m, at an average rate of 3.54%. This is 3.06% over the average 7 day LIBID (London Interbank Bid Rate) and 2.90% over the average bank rate.

5. That it be noted that the level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1999) remained at the same level of £227.8m (Housing Revenue Account (HRA): £77.0m, GF: £150.8m) during the period from April to December 2018.

6. That it be noted that the level of financing for 'invest to save' capital schemes decreased from £8.74m to £8.68m during the period from April to December 2018.

7. That the commercial property investment decision set out in Section 14 of the submitted report, made under delegated authority by the Strategic Director (Finance and Resources), be noted.

Reasons for decision:

The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2018/19 sets out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

Other options:

There are many options available for the operation of the Treasury Management function, with varying degrees of risk associated with them. The Treasury Management Policy aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

Note: This is an Executive Function

Eligible for call-in to: Policy & Resources Scrutiny Committee

Cabinet Member: Cllr Lamb

779 Monthly Performance Report

Resolved:

That the submitted report be noted.

Note: This is an Executive Function

Called-in to: All three Scrutiny Committees

Cabinet Member: as appropriate to the item

780 Revenue and Capital Monitoring - 31 January 2019

The Cabinet considered a report of the Strategic Director (Finance and Resources) presenting the Revenue and Capital Budget Monitoring report for the period ending 31st January 2019.

Resolved:

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

1. That the forecast £1,631,000 net surplus for the General Fund and the forecast £119,000 net surplus for the Housing Revenue Account, as at January 2019, be noted.
2. That the planned management actions of £721,000 to achieve that forecast outturn, be noted.
3. That the planned budget transfers (virements) of £377,000, be approved.
4. That the transfer of £300,000 to the Public Health Reserve as a result of unspent ring fenced grant, be approved.
5. That the transfer of £200,000 from the Interest Equalisation Reserve to mitigate against the impact of a change in Government regulations, be approved.
6. That the transfer of £65,000 from the Supporting People Reserve to mitigate the temporary non-delivery of a budget saving, be approved.
7. That the transfer of £790,000 from the Grants Reserve to release surplus funds within the Reserve, be approved.
8. That, as a result of the forecast net surplus, the following one-off investments totalling £480,000 be approved:
 - £100,000 to support secondary schools;
 - £130,000 additional support for children and vulnerable adults subject to gang exploitation;
 - £100,000 for a deep clean of the High Street;
 - £100,000 for Place branding, marketing and signage costs;
 - £50,000 for additional parking enforcement provision.
9. That the potential transfer of £1,151,000 to the Business Transformation Reserve in respect of the residual forecast General Fund net surplus, be noted.
10. That the potential transfer of £119,000 to the HRA Capital Investment Reserve in respect of the forecast HRA net surplus, be noted.

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

11. That the expenditure to date and the forecast outturn as at January 2019 and its financing, be noted.
12. That the requested changes to the 2018/19 capital investment programme as set out in Section 2 of Appendix 2 of the report, be approved.

Reasons for decision:

The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to members, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and the management action being implemented to address the identified issues.

Other options:

The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the reporting schedule provides the appropriate balance to allow strategic oversight of the budget by Councillors and to manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Management Team (CMT) including approval of management action.

Note: This is an Executive Function

Called-in to: People Scrutiny Committee

Cabinet Member: Cllr Lamb

781 Council Procedure Rule 46

Resolved:

That the submitted report be noted.

Note: This is an Executive Function

Eligible for call-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllrs Lamb and Flewitt

782 Exclusion of the Public

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

783 Transport Procurement - Confidential Appendix

Resolved:

That the confidential report, be noted.

Note: This is an Executive Function

Called-in to: **People Scrutiny Committee and Policy & Resources Scrutiny Committee**

Cabinet Members: Cllrs Boyd, Cox and Moring

Chairman: _____

Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

25 June 2019

Tim MacGregor - Policy Manager

Revised Southend 2050 – Five Year Road Map

Cabinet Member: Councillor Gilbert

All Scrutiny Committees

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To consider the content of the revised Southend 2050 Five Year Road Map timeline, following the formation of the joint administration at Council on 3 June 2019.

2. Recommendation

- 2.1 That Cabinet agrees the revised Southend 2050 Road Map time-line (Appendix 1), reflecting the policy objectives of the new joint administration.

3. Background

- 3.1 Council on 13 December 2018 agreed the Southend 2050 Ambition, Themes and Outcomes and Five Year Road Map. This followed extensive community engagement and a process of review and revision which led to the incorporation of suggested changes made by councillors, prior to and during the scrutiny process.
- 3.2 Since then the Council has been progressing implementation of the Road Map, supported by the development of a series of delivery plans. Strategic Delivery Plans (SDPs) with a five year time horizon and based on the five Ambition themes, have been led by a Cabinet member and a member of the Corporate Management Team. These were agreed by Cabinet on 17 January 2019.
- 3.2 Outcome Delivery Plans (ODPs), with a one year to 18 months horizon and led by officers, support the SDPs and will be refreshed each year. The report agreeing the Road Map and associated documentation emphasised that they 'should not be seen as set in stone', but would respond to changing circumstances.
- 3.3 The Council meeting on 3 June, saw the Labour, Independent and Liberal Democrat Groups form a new administration which has set out its policy objectives and which support the 2050 Ambition and Road Map desired outcomes, while placing greater emphasis or prioritisation on particular areas. Among these are new housing

opportunities, including new social and key worker housing; measures to improve the private rented sector; prioritisation of the green agenda; a more integrated approach to transport, including reviewing the current approach to parking; enhancing local people's skills and making the council a living wage employer. The new priorities are underlined and highlighted in the revised 2050 Road Map time line, attached at Appendix 1.

3.4 The Southend 2050 Themes and Outcomes for 2023 are set out in Appendix 2. This highlights the opportunity for Cabinet members to be assigned to each theme, with a view to reviewing the current Strategic Delivery Plans to take account of the new administration's policy objectives and to oversee progress against each theme.

3.5 The Council has recognised that the Southend 2050 Ambition and Road Map cannot be delivered without a fundamental change in the way it operates. Central to this change are the values and behaviours adopted by councillors, senior managers and staff. The values, agreed by Cabinet have been supplemented by five expected behaviours as follows:

Values:

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

Behaviours:

- Driving positive change;
- Trust and respect;
- Demonstrating strong leadership;
- Act with integrity and behaving responsibly and
- Building relationships to work well together

Adopting these values and behaviours with a renewed councillor focus on the 2050 desired outcomes will provide a significant boost to delivering the 2050 Ambition.

4. Other Options

Not adopting the recommended approach would mean that the Council's administration policy objectives would not be fully reflected in the Southend 2050 Road Map.

5. Reason for Recommendation

To have in place an up to date ambition for Southend 2050, Themes, Outcomes and a Five Year Road Map, for the future of the borough.

6. Corporate Implications

6.1 Contribution to Southend 2050 Road Map

The purpose of the report is to provide an update to the Southend 2050 Ambition and Road Map, providing the context for the Council's key planning documents, following the formation of a new Council administration on 3 June.

6.2 Financial Implications

The Council's existing revenue and capital budgets will contain elements of funding to deliver some of the priorities within the 5 year Road map. Where priorities require new or additional investment, and for disinvestment, these will be considered as part of the Outcome Delivery Plans and outcome based budgeting for 2020/21 to 2023/24 in setting the council budget for those years.

The new administration policy objectives will be further assessed for financial implications, which may require further prioritisation and/or reallocation of resources, to be considered at future Cabinet meetings.

6.3 Legal Implications - None specific.

6.4 People Implications – None specific

6.5 Property Implications

All the 2050 priorities with property implications will be assessed as part of the Council's asset management and capital programmes, and the pipeline assessment work .

6.6 Consultation - None specific.

6.7 Equalities Implications

Southend 2050 programme was designed to engage with as wide a range of stakeholders as possible, both geographically and across the protected characteristics. Consultation methods were inclusive and accessible. Equality Analyses will be carried out on key deliverables as they are progressed.

6.8 Risk Assessment

Delivery of the new administration's policy objectives will be considered as part of the Council's risk management processes.

6.9 Value for Money – none specific

6.10 Community Safety Implications

Feedback from 2050 engagement identified a number of ambitions relating to community safety that are being addressed as potential outcomes in subsequent Council delivery plans and partners strategies. Enhancing community safety across the borough has been included in the revised timeline.

6.11 Environmental implications

Environmental issues have been enhanced in the revised 2050 time-line, with the objective of prioritising work on climate change, energy saving, air quality & bio-diversity in particular.

7. **Background Papers**

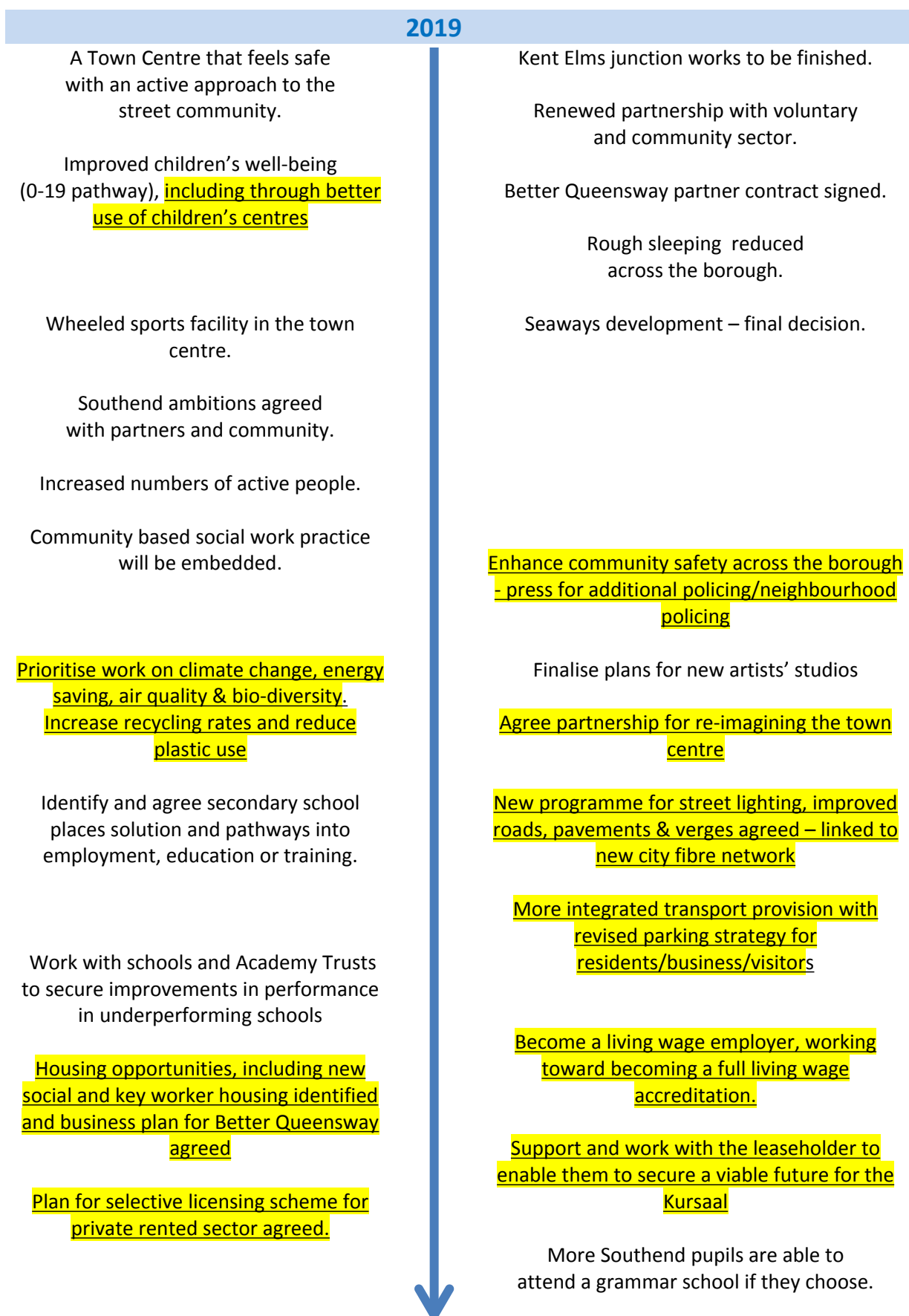
[Southend 2050 Road Map](#)

8. **Appendices**

8.1 **Appendix 1** - Revised Southend 2050 Five Year Road Map timeline

Appendix 2 - 2050 themes and outcomes

Southend-on-Sea 2050 Five Year Roadmap timeline – revised June 2019



2020

Data Warehouse using Real Time information.

Building programme of private, locally affordable housing, for rent and sale begins.

Localities – integrated health and care services provided locally, including promotion of new Shoebury health centre and others to tackle health inequalities

The gap between disadvantaged pupils and their peers continues to close.

Enhanced skills provision, including through more apprenticeships

Campaigning for further river crossing east of Lower Thames crossing

More integrated transport provision.

Improved pavements and carriageway restoration

Better Queensway regeneration and housing scheme starts.

Airport Business Park on site (first tenant).

Customers can access all Council services digitally / on line.

Preventative measures for improved street cleansing including dog fouling

Agile working culture being embedded in Council.

Reimagined vibrant Town Centre with community shared space for arts, music, retail and homes.

Following the start of Queensway regeneration, develop further plans for housing opportunities.

Reviewing and delivering a more integrated children's pathway across health and social care to include community paediatrics service.

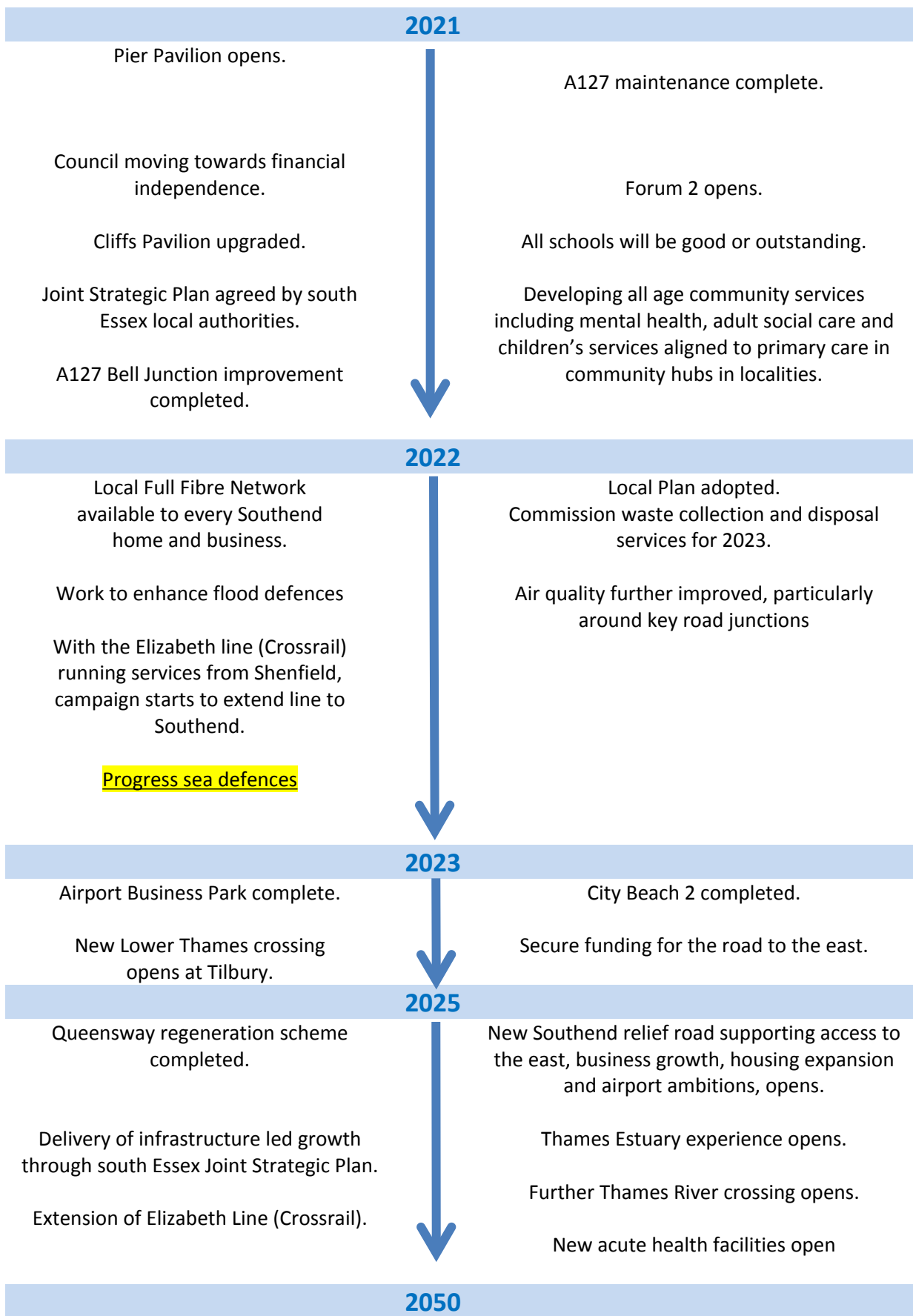
New social care home operational. Increased local accommodation for looked after children.

Campaign for a new hospital for the Southend area.

Estuary 2020 festival.

Raising aspiration and educational attainment in deprived areas.





Appendix 2

2050: Five Themes, 23 Outcomes for 2023 and suggested lead councillors

| Themes | 2050 and 2023 Outcomes | Lead Cabinet member |
|------------------------------|--|-----------------------------|
| Pride & Joy | <p>By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer. By 2023:</p> <ol style="list-style-type: none"> 1. There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend. 2. The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors. 3. We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset. 4. Our streets and public spaces are clean and inviting | <p>Cllr Mulroney</p> |
| Safe & Well | <p>By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives. By 2023:</p> <ol style="list-style-type: none"> 1. People in all parts of the borough feel safe and secure at all times. 2. Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives. 3. We are well on our way to ensuring that everyone has a home that meets their needs. 4. We are all effective at protecting and improving the quality of life for the most vulnerable in our community. 5. We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling. | <p>Cllr Terry</p> |
| Active & Involved | <p>By 2050 we have a thriving, active and involved community that feel invested in our city. By 2023:</p> <ol style="list-style-type: none"> 1. Even more Southenders agree that people from different backgrounds are <u>engaged</u>, valued and get on well together. 2. The benefits of community connection are evident as more people come together to help, support and spend time with each other. 3. Public services are routinely designed, and sometimes delivered, with their users to best meet their needs. 4. A range of initiatives help communities come together to enhance their neighbourhood and environment. 5. More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity. | <p>Cllr Harp</p> |

| Themes | 2050 and 2023 Outcomes | Lead Cabinet member |
|-------------------------------------|---|----------------------|
| Opportunity & Prosperity | <p>By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people. By 2023:</p> <ol style="list-style-type: none"> 1. The Local Plan is setting an exciting planning framework for the Borough. 2. We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities. 3. Our children are school and life ready and our workforce is skilled and job ready. 4. Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough. 5. Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term. | Cllr Jones |
| Connected & Smart | <p>By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure. By 2023:</p> <ol style="list-style-type: none"> 1. It is easier for residents, visitors and people who work here to get around the borough. 2. People have a wide choice of transport options. 3. We are leading the way in making public and private travel smart, clean and green. 4. Southend is a leading digital city with world class infrastructure. | Cllr Robinson |

Southend-on-Sea Borough Council

Agenda

Item No.

**Report of Strategic Director
(Legal and Democratic Services)
to
Cabinet**

On 25th June 2019

Report prepared by:
Fiona Abbott

**In depth scrutiny project
Relevant Scrutiny Committee: People Scrutiny Committee
Cabinet Member: Councillor Anne Jones
A Part 1 Agenda Item**

1. Purpose of Report

To present the final report of the in depth Scrutiny project entitled "*In the context of the vision for Southend 2050, what is the vision of young people which improves their lives, and what are the pathways to achieve this ambition*". The project report was agreed by the People Scrutiny Committee in April 2019.

2. Recommendations

- 2.1 That Cabinet approves the report and recommendations from the in depth scrutiny project attached at **Appendix 1**.
- 2.2 To note that approval of any recommendations with budget implications will require consideration as part of future years' budget processes prior to implementation.

3. Background

- 3.1 The People Scrutiny Committee selected its topic at the meeting on 19th July 2019 (Minute 152 refers). The project plan was agreed by the Committee on 9th October 2018 (Minute 152 refers).
- 3.2 The project was led by a member project team and the appointments were agreed at Council on 17th May 2018. The project team comprised - Councillor Cheryl Nevin (Chairman), Councillors Margaret Borton, Steve Buckley, Alan Dear, Denis Garne, Judith McMahon, Mike Stafford and Chris Walker. Officer support was provided by Fiona Abbott, Ruth Baker, Brin Martin and Rob Walters with additional support as and when required from other officers.
- 3.3 The project focussed on listening to children and professionals working with young people. The project team met on 7 occasions during the review, including two workshops and a witness session with invited stakeholders.
- 3.4 The first workshop took place on 21st November 2018, engaging with younger people aged 11-18 from a selection of youth organisations and schools across

the borough using the themes and emerging messages – connected & smart; opportunity & prosperity – asking them to reflect on ‘working towards Southend 2050, what ambitions do children & young people aspire towards in order to improve their lives?’

- 3.5 The second workshop was held on 22nd November 2018, engaging with young people aged 18-25 in a workshop style setting using the emerging key themes and messages – opportunity & prosperity; active & involved - asking them to reflect on ‘working towards Southend 2050, what ambitions do young people aspire towards in order to improve their lives?’.
- 3.6 The witness and engagement event took place on 6th December 2018 with a number of invited stakeholders, who provided their thoughts on:-
- the aspirations for the future of the children & young people they work with and what is important to them;
 - what will support young people to feel a valued part of Southend and be successful in their lives, including education & employment in 2050;
 - how can encourage young people to live and work in Southend;
 - the opportunities and challenges presented with how digital technology is used by children & young people in 2050 and how businesses, the community, the Council and local organisations can respond.
- 3.7 The People Scrutiny Committee received a detailed update on the progress of the review at the meeting on 27th November 2018 (Minute 489 refers) and 29th January 2019 (Minute 661 refers).
- 3.8 The final report from the in depth scrutiny review undertaken in 2018/19 has now been agreed by the People Scrutiny Committee at the meeting held on 9th April 2019 (Minute 853 refers).
- 3.9 Since the meeting in April the report of the in depth scrutiny review was shared with the Youth Council. The Youth Council were in agreement with the suggestions identified and were particularly pleased to see recommendations relation to each part of the Council having people tasked with holding a focus on children and young people, improving how the Council engages and shares information with young people on social media and exploring whether a hub for young people in the town centre could be developed.

4 Recommendations

- 4.1 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the in depth scrutiny report is now attached at **Appendix 1** for approval by Cabinet. It should be noted that approval of any recommendations with financial implications that will require new investment will need to go through the normal budgetary process before they can be implemented.
- 4.2 The overarching recommendations from the review are as follows:-

Recommendation:-

That all current and future planning for Southend, across all parts of the Council, should take account of the views and the needs of children and young people. The opportunities to include children and young people in the design and review of all activity and services of the Council should be proactively identified.

Recommendation:-

That the recommendations should be shared with Southend Youth Council and other young people's groups.

Recommendation:-

A young person's version of the recommendations should be produced.

The specific recommendations are detailed on page 5 of **Appendix 1**.

5. Other Options

To note the report but not progress any of the recommendations.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map - Becoming an excellent and high performing organisation; ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment, aligning to the following 2050 ambitions – active and involved, opportunity and prosperity.
- 6.2 Financial Implications – Any recommendations with financial implications that will require new investment and/or disinvestment will need to be addressed through the relevant outcome delivery plans and outcome based budgeting approach as part of Council budget setting.
- 6.3 Legal Implications – none.
- 6.4 People Implications – none.
- 6.5 Property Implications – none.
- 6.6 Consultation – as described in report.
- 6.7 Equalities and Diversity Implications – any planning relating to children and young people will need to assess the equality and diversity implications however none are identified at this time.
- 6.8 Risk Assessment – none.

7. Background Papers

None.

8. Appendix

Appendix 1 – in depth scrutiny project report

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People Scrutiny Committee Project 2018/19



APRIL 2019

People Scrutiny Committee Project

Introduction from the Chair

The People Scrutiny committee decided that it's in depth scrutiny for 2018 - 2019 would review their services and relationships with young people to better understand:-

“In the context of the vision for Southend 2050, what is the vision of young people which improves their lives, and what are the pathways to achieve this ambition”

The project team, of which I am Chair, focused on listening to Children and Professionals working with young people, from our community. The Young people we spoke with had very different experiences of Southend, how we communicate to them the Council services we provide and what we could do to prepare young people to manage the changes that they will face as they transition to adulthood, in a dynamic skills environment, to help them adjust and maximize their opportunities.

We were delighted to hear about the value young people place on their intergenerational relationships. We also listened to the fears and anxiety they experienced, over safety, mental health challenges, or when plans fell down in their education.

I'd like to thank my colleagues who took part in the work of the project, the professionals surrounding and supporting our youth communities and most of all the young people we met and listened to, who gave up their free time at the Forum, the Civic Centre, in their Schools and at Events across Southend for sharing your visions and hopes for your future.

You opened our eyes to the way we communicate, your creative vision and the way we can support you to remove the barriers so that you can reach your ambitions here in Southend.

Cllr Cheryl Nevin

Chair, People Scrutiny Committee

April 2019

Contents

1. Recommendations
2. Background
3. Contextual Information
4. Activity Undertaken During the Review
5. Summary of Themes from Witness Sessions and Engagement Events

Annex - Summary of Evidence

We're not sure why we're on this college course

**Four young people
Engagement Workshop**

22nd November 2018



'Real life' relationships are still as important to us as on line relationships.

Young Person

21st November 2018

1. Recommendations

The recommendations resulting from this project are set in the context of Southend 2050. The working group has therefore agreed a set of outcomes to support the vision of, and for, young people to be clearly articulated within the Southend 2050 ambitions. It is important to recognise that some actions have a longer lead-in time so while they may be completed in the long term they may require work to start in the short to medium term.

There are three **overarching recommendations** to which all others are related:-

Recommendation:-

That all current and future planning for Southend, across all parts of the Council, should take account of the views and the needs of children and young people. That opportunities to include children and young people in the design and review of all activity and services of the Council should be proactively identified.

Recommendation:-

That the recommendations should be shared with Southend Youth Council and other young people's groups.

Recommendation:-

A young person's version of the recommendations should be produced.

REMEMBER!

You should make or be involved to help and create your ideal Southend-on-sea of the future.

| Theme | Specific recommendations | Short | Med - Long |
|----------------------------------|---|-------|------------|
| Active & Involved | The Council and partner agencies to be advised of the benefit of holding participation and engagement events 'where children and young people are' rather than in venues which may be less accessible or intimidating. | ✓ | |
| Active & Involved Pride & Joy | Children's Services participation strategy to incorporate learning from witnesses for 2019/20 and to then feed into Southend 2050 themes of Active and Involved and Pride and Joy. | ✓ | |
| Pride & Joy | The 'Active and Involved' lead to explore possibility of each service areas within the Council having a young person's ambassador to engage with young people and inform service development and planning. This to form part of the one year and five year plan for Outcome 3 – public services are routinely designed, and sometimes delivered, with their users to best meet their needs. | | ✓ |
| Pride & Joy | The 'Pride and Joy' lead to explore how the Council can communicate good news stories and information about what is going on with and for young people. Young People to be involved in developing and reviewing the methods. This to form part of the one year plan for Outcome 1 – There is a tangible sense of pride in the place and local people are actively and knowledgeably talking up Southend. | ✓ | |
| Opportunity & Prosperity | Five year plan for Opportunity and Prosperity theme to include actions relating to the need to ensure young people develop informed choices about the skill set required for future employment with reference to the Skills Strategy work (and World Economic Forum report) (Outcome 3 – Our children are school and life ready and our workforce is skilled and job ready, Outcome 5 – Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term). | | ✓ |
| Connected & Smart | The 'Connected and Smart' lead to identify how young people can be involved in planning for Southend to become a smart city (Outcome 4 – Southend is a leading digital city with world class infrastructure). | | ✓ |
| Safe & Well | Opportunities to develop a young person's hub in the centre of Southend should be explored. Recommendations from this project to be shared with all Scrutiny Committees to support the voice of children and young people being used to inform planning. | ✓ | |
| Active & Involved | Recommendations from this project to be shared with all Scrutiny Committees to support the voice of children and young people being used to inform planning. | ✓ | |

2. Background

The Southend 2050 conversation, which was started in summer of 2018, has sought the views and input of residents, visitors, students and businesses alike to understand what they think Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. During the conversation at least 600 children and young people shared their views about what Southend-on-Sea should be like in 2050.

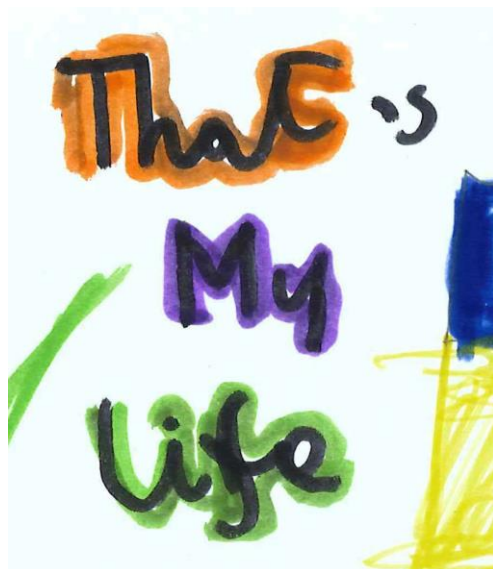
We don't spend time in the town centre, there is nothing for us to do and it doesn't feel safe

Engagement Workshop
22nd November 2018

We know that it is the children and young people of 2018 who will be the residents, the decision makers, the business leaders, the educators and the employees of 2050. They will be the ones who are raising families and engaging in leisure activities in Southend. Due to this the People Scrutiny Committee project team agreed to focus on children and young people for their in depth project of 2018/19.

The agreed scope and framework for the project is as follows:-

1. *Working towards Southend 2050, what ambitions do Children and Young People aspire towards in order to improve their lives?*
2. *Can this be expressed in a simple Southend 2050 "vision"?*
3. *What do they (and we) think will help them (and us) reach this vision, and what will get in their (and our) way?*
4. *Can this be set out in a roadmap, with clear milestones between now and 2050 in order to make it happen? (What would we need to have achieved by 2020, 2050 for example?)*
5. *What is it that the Council should do to achieve this?*
6. *Collectively what part should Children and Young People and other players take to achieve their part in this?*



Young people's aspirations are fairly modest – their own home, their own family, a job and a little dog

Witness Session
6th December 2018

3. Contextual Information

Working to make
lives better
www.southend.gov.uk



Southend Context

Creating a better
Southend
www.southend.gov.uk



Population

Southend is the 3rd most densely populated local authority in the East of England. Southend has some of the most deprived small areas in the country. 48.2% of our 0-18 year olds live in an area of deprivation.

Projected population growth of over 12% to 2031.

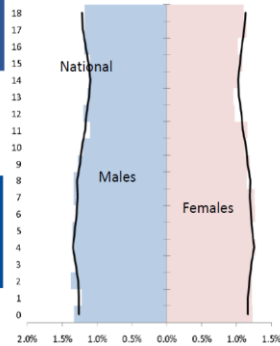
Southend is home to 41,137 children aged 0-18.

Ethnic minority groups make up 7.1% of the population.

Population pyramid, mid-2016, shows Southend has a higher proportion of younger children which is also slightly higher than national.

Homeless young people age 16-24 sits at a rate of 0.72.

Southend's rate of Adults with learning disabilities accessing long term support is the highest in the region (3.96).



Health & Wellbeing

Life expectancy at birth is worse in Southend compared to much of the rest of the region. Life expectancy is 11.1 years lower for men and 9.7 years lower for women in the most deprived areas of Southend-on-Sea than in the least deprived areas.

In Southend the under 18 conceptions rate is significantly worse than England at 27.1 per 1,000.

Proportion of people in employment has been rising in Southend 78.5% in 2018 vs 70.4% in 2012.

Prevalence of overweight children in Reception is similar to the National at 14.1%

The rate of violent offences is 30.2, the second highest in the region.

Breastfeeding initiation significantly better than England at 83.1%

By the age of 5, 1 in 5 children have dental decay, missing or filled teeth, slightly lower than national.

First time entrants to the youth justice system are low at a rate of 182.4 compared to 292.5 nationally.

4. Activity undertaken during the review

In order to develop a greater understanding of the vision of young people and to consider potential pathways to achieve their ambitions for improvements in their lives this Scrutiny Project has taken evidence from a number of witnesses - in person and in writing - who have been in the position of representing the views of many children and young people. While it is not possible, nor practical, to gain the views of all children and young people we have been able to identify when we have heard similar evidence from more than one source and so are able to use this evidence with a degree of confidence. In addition reports from the Children's

Commissioner for England and a draft Southend 2050 children and young people engagement overview report were shared with the project team.

Young people think they will leave Southend as they don't see opportunities for interesting jobs here

Engagement Workshop
22nd November 2018

We have taken account of guidance from 'Using evidence in scrutiny, A practice guide for local government scrutiny'. The guidance refers to making decisions which are informed by evidence rather than being 'evidence-based' due to the resources available and the costs of obtaining formal evidence. The guidance notes that decisions are rarely based on formal evidence alone. The guidance is helpful in explaining that, when using the views of the public, it is not solely the method of collection which is key but how it is analysed and how it is determining how much weight to give the views.

An additional challenge for the project is that it is not possible to know what Southend, and the world, will look and feel like in 2050 with confidence due to the pace of change in the areas of technology, physical environment, learning and employment.

Most of the young people who attended witness sessions did not know what the Council does and did not feel connected to the Council

Engagement Workshop
22nd November 2018

Two workshop sessions were held involving young people. 17 young people attended the sessions ranging in age from 13 years old to 22 years old. The majority of the young people were aged 16 to 18 years. The sessions took the form of facilitated workshops to support free flowing conversation with young people. The themes of the first workshop, held on 21st November 2018, were connected and smart and, opportunity and prosperity. The themes of the second workshop, held on 22nd November 2018, were opportunity and prosperity and, active and involved.

One workshop was held in the Civic Centre¹ and one at the Forum. It proved to be easier to engage with young people at the Forum than by inviting them to the Civic Centre as the Forum is a place where young people spend time after school and college.

Some young people spoke about inspirational teachers who have encouraged them to be aspirational

Engagement Workshop

22nd November 2018

A witness session was then held on 6th December 2018. Witnesses in attendance were: Syrie Cox, Chief Executive Southend YMCA, Roxie Curry, Bridge Programme Royal Opera House, Sabina Kerr, SBC Public Health, Margaret Wall, SBC Transitions Manager and Marilyn Adams, Team Manager Youth Offending Service.

We received written responses from witnesses who were unable to attend the witness session; Southend Youth Council, Family Action and Murray Foster, responding as chair of the Digital Exploration Centre (DECT).

The key skills needed in the future are problem solving, critical thinking and creativity. We are not confident that children and young people have the opportunity to develop these skills within the current educational curriculum

Witness session

6th December 2018

¹ The use of the Council Chamber during the witness session did not support discussion and discussion was improved when we moved to a committee room. Pepper the robot was used during the workshop held at the Civic Centre and it was noted that Pepper's communication was not accessible for those who lip read.

Voices of young people:-



me and my
dream
job

I am writing this letter because I Love Southend but i would also love to see it improve, and also for our whole cominty to grow together. I just think that Southend has way more to other with all the amazing features.

Figure 1 Love Southend and Community

Dear past self ,
If there was anything, just anything that i would wish to change it would be to not be so extraordinarily stupid! Dont do anything you will regret. Think before you act. Because before you can whisper a ^{sorrowful} cry for help you will be stuck, helpless in a pit only you yourself can get out of. I learnt from the worst.

Figure 2 Self Awareness

Now my life is great I graduated with top grades and continued to university where I studied archeology and now im like the new David Attenborough. I get paid a lot of money and live a great life. But be

Figure 3 Aspirations

I wish that my childhood could have lasted longer but, lets talk about something else but when I was 11 I can remember all of the arcades on beach and how much I loved them.

Figure 4 - On the Beach

My second idea is that I think you should put more youth clubs on because people will meet more people and then become friends and they will enjoy it. Also it gets people off the street if they aren't doing anything and it will keep them out of trouble. Also you could put clubs on like looking after nature or growing plants and vegetables like tomatoes or do something like that.

Lastly I would change more places for children my age to hang out at to stop more gangs happening. What I mean by this is youth clubs or community events for the future that young children can go to.

Figure 5 - Hanging out in safety

5. Summary of themes from witness sessions and engagement events

Notes from the witness sessions give additional detail on the feedback received by the project team. The following messages from witnesses are those which were heard during more than one witness session and/or written response. As such we can have confidence that these themes are representative of young people in Southend when taken in conjunction with the engagement with 600 children and young people during 2018 as part of the Southend 2050 engagement activities. The summary themes are not included in order of importance but are aligned to the Southend 2050 ambitions:-

| Theme | 2050 Conversation feedback |
|----------------------------|---|
| Pride and Joy | <ul style="list-style-type: none"> Everyone working with young people must show they believe they can achieve. Young people's aspirations have close alignment with those of older people – to be listened to, to be self-determining, to be respected, to have their own home, to have trusting relationships with friends, to have a job they enjoy and to have a family. |
| Safe and Well | <ul style="list-style-type: none"> Young people are not confident that adults in Southend care about them (Southend as a whole not within their families). The Council needs to improve how it communicates what is going on in Southend, e.g. the variety of services to support emotional wellbeing. |
| Active and Involved | <ul style="list-style-type: none"> We must involve those who will be most impacted in planning for Southend in 2050 – children and young people. Young people were clear that intergenerational relationships are important to them. |
| Opportunity and Prosperity | <ul style="list-style-type: none"> The current education system is not preparing young people for the realities of the future in terms of changes in working and changes in technology. We do not know what the future will hold however certain key skills will be required – critical thinking, creativity and complex problem solving.² |
| Connected and Smart | <ul style="list-style-type: none"> We should ask young people what is the best way to communicate with them We need to be ahead of the curve in relation to technology and be ambitious e.g. develop Southend as a digital hub. |

² 'Envisaging the Future of Education and Jobs' report from OECD the UK-based charity Education and Employers launched during the World Economic Forum - January 2019.



Annex – summary of evidence

| Evidence | Date | Attendees |
|--|--------------------------------|---|
| Project Team meeting | 8 th November 2018 | Councillors Nevin, Borton, Buckley, McMahon, Stafford and Walker Officers - Brin Martin, Fiona Abbott, Ruth Baker, Sonia Jenkins, Kelly Redston |
| Documents shared / referenced: <ul style="list-style-type: none"> Emerging messages from Southend 2050 engagement programme Demographic information Children's Commissioner for England – Year in Review 2017-2018 Children's Commissioner Business Plan 2017-18 Digital Strategy | 8 th November 2018 | |
| Engagement Overview Report – additional information | 13 th November 2018 | To project team |
| Witness & Engagement event Workshop 1 @ Civic Centre The event focused on two themes: connected & smart and opportunity & prosperity . | 21 st November 2018 | Councillors Nevin, Borton, Buckley, McMahon, Stafford Officers – Fiona Abbott, Ruth Baker, Kelly Redston, Kelly Wingfield, Sonia Jenkins, Phil Webster, David Cummings, Mark Churchill |
| Introduction to 'Pepper' | 21 st November 2018 | |
| Witness & Engagement event Workshop 2 @ The Forum The event focused on two themes: opportunity & prosperity and active & involved . | 22 nd November 2018 | Councillors Nevin, Borton, McMahon & Walker Officers – Fiona Abbott, Ruth Baker, Kelly Wingfield, Sonia Jenkins |
| Project Team meeting | 3 rd December 2018 | Councillors Nevin, Borton and McMahon Officers – Fiona Abbott, Rob Walters and Kelly Wingfield |
| Documents shared / referenced: <ul style="list-style-type: none"> Feedback from structured workshops Demographic information Media release <i>Southend's youth make their mark</i> Itinerary for witness session | 3 rd December 2018 | |
| Witness & Engagement event | 6 th December 2018 | Councillors Nevin, Borton, McMahon and Walker |

| | | |
|---|-------------------------------------|--|
| <p>Witness session @ Civic Centre</p> | | <p>Officers – Brin Martin (for start of meeting), Fiona Abbott, Ruth Baker, Rob Walters, Suzanne Newman and Kelly Wingfield</p> <p>Syrie Cox – Southend YMCA Margaret Wall – Transition Manager Roxie Curry – Royal Opera House Sabrina Kerr – Public Health Marilyn Adams – Youth Offending Service</p> <p>(Apologies – Sally Manzoni (Family Action), Lucy Bissell & Justine Shipp (Youth Council), Maurice Sweeting (Southend Education Board), Angela O’Donoghue (South Essex College), Sharon Houlden (Adult Services), Glyn Halksworth (Housing & Social Inclusion, YOT), Hannah Bucke (Southend Interfaith Group) and Murray Foster (DECT))</p> |
| <p>Written evidence received from:</p> <ul style="list-style-type: none"> • Family Action • Youth Council • Public Health • Digital Exploration Centre Trust (Chair) also <i>Chair of Southend Business Partnership, Chair of South East Essex Academy Trust (comprising 4 schools) and Chair South Essex Teaching School Alliance (50 local schools engaged)</i> | | |
| <p>Project Team meeting</p> | <p>6th February 2019</p> | <p>Councillors Nevin, Borton, Buckley, Dear, Garne and Walker Officers – Fiona Abbott, Rob Walters, Brin Martin and Ruth Baker</p> |
| <p>Documents shared / referenced:</p> <ul style="list-style-type: none"> • Interim scrutiny report • ‘Know Your Place’ Survey • World Economic Forum – The Future of Jobs Report 2018 • Southend 2050 – ambition, themes and outcomes | <p>6th February 2019</p> | |
| <p>Project Team meeting</p> | <p>13th March 2019</p> | <p>Councillors Nevin, Garne and Walker Officers - Fiona Abbott, Rob Walters, Brin Martin and Ruth Baker</p> |

| | | |
|--|-----------------------------|--|
| Presentation by Tom Dowler - demographic information | 13 th March 2019 | |
| Documents shared / referenced: <ul style="list-style-type: none">• Revised draft scrutiny report | 13 th March 2019 | |



Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

On

25 June 2019

Tim MacGregor - Policy Manager

Cabinet Working Parties

Cabinet Member: Councillor Gilbert

Policy & Resources Scrutiny Committee

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To revise the configuration and composition of Cabinet working parties to help drive the Southend 2050 programme.

2. Recommendations

- 2.1 That Cabinet revise the configuration of Cabinet working parties as set out in paragraph 3.10.
- 2.2 That a vice-chair for each Cabinet working party is appointed by the Leader and the terms of reference for each working party are amended to reflect this.
- 2.3 To further review the Terms of Reference of each working party to ensure they are fit for purpose

3. Background

- 3.1 The Council meeting of 3 June saw a change of administration which has set out its policy objectives in the context of the Council's agreed ambition, desired outcomes and 2050 road map.
- 3.2 Critical to the delivery of these outcomes is the role undertaken by councillors, and Cabinet members in particular, in leading delivery of the 2050 outcomes.
- 3.3 The Council currently has 12 established working parties, as outlined at **Appendix 1**. As can be seen the level of activity of each is relatively low, in terms of frequency of meetings - with the exception of the Traffic Regulations Working Party. Most have a tendency to meet as and when issues arise, rather than having a particular focus or work programme for the year.
- 3.4 An alternative approach is to rationalise the number of working parties so that they are based around the new portfolios of the joint administration. Such working parties

would enable cabinet members to work with councillor colleagues across party groups to focus their efforts on delivering policy objectives in a more pro-active way than has been the case to date.

- 3.5 Such an approach would provide better coverage of policy objectives than the current working parties, enabling councillors to give an early steer to policy development before officers draft reports for Cabinet or appropriate committee. The approach will also provide a better opportunity for non-cabinet councillors to input into policy development and complement the work of the three scrutiny programme working parties.
- 3.6 The new working parties, would, therefore, be chaired by the relevant Cabinet member (as are current working parties) and could comprise the 44 non-Cabinet members. This would mean each working party having 7-9 members to conform to group proportionality.
- 3.7 It is recommended that each working party also has a vice-chair, appointed by the Leader, to support the chair and promote councillor development.
- 3.8 Current co-optees on the Access, Parking and Transport Strategy, the Biodiversity and Environmental Awareness and Conservation working parties can be retained by the new working parties, if they were limited to contributing to issues relevant to the reason for which they were co-opted . Meetings and agendas could also be managed to ensure items were dealt with appropriately.
- 3.9 The Traffic Regulations Working Party meets frequently to consider specific traffic proposals, with recommendations being considered after each meeting by Cabinet Committee. It is, therefore, recommended that this working party is retained, along with the Holocaust Memorial Day Working Party, to provide focus on arrangements for the events.
- 3.10 However, the functions of the other current working parties can be incorporated into a new configuration as set out below and in Appendix 2.

| | Working Party | Chaired by | Existing working parties: |
|---|---------------------------------------|-------------------|--|
| 1 | Housing and Communities | Cllr Gilbert | - Housing and Homelessness WP - People Management, Accommodation and Digital Strategy WP |
| 2 | Transport, Capital, Inward Investment | Cllr Woodley | - Access, Parking and Transport Strategy WP - London Southend Airport Monitoring WP |
| 3 | Business, Culture and Tourism | Cllr Robinson | - Cultural, Tourism and Events WP |
| 4 | Children and Learning | Cllr Jones | - School Places WP |
| 5 | Community Safety and Customer Contact | Cllr Terry | None |
| 6 | Environment and Planning | Cllr Mulroney | - Bio-diversity and Environmental Awareness WP - Conservation WP - Local Development Framework WP - Waste Management WP |
| 7 | Health and Adult Social Care | Cllr Harp | None |
| 8 | Traffic Regulations | Cllr Woodley | n/a |
| 9 | Holocaust Memorial Day | Cllr Robinson | n/a |

4. Other Options

The Council could retain the current configuration of Cabinet working parties, however, they would not provide the same extent of focus on 2050 outcomes or engage non-Cabinet councillors to the same extent in policy development work.

5. Reason for Recommendation

To revise the configuration and composition of Cabinet working parties to help drive the Southend 2050 programme.

6. Corporate Implications

6.1 Contribution to Southend 2050 Road Map

The working parties will provide greater councillor focus on the delivery of Southend 2050 outcomes, by engaging them earlier in the policy development and decision making cycle.

6.2 Financial Implications - None

6.3 Legal Implications - None specific.

6.4 People Implications – None specific

6.5 Property Implications – None specific.

6.6 Consultation - None specific.

6.7 Equalities Implications

The working parties will enable earlier consideration by councillors of the equalities and inclusion implications, in relation to policy development work, in the Council's decision making process.

6.8 Risk Assessment

The working parties will enable earlier consideration by councillors of the potential risks and opportunities in the Council's decision making cycle.

6.9 Value for Money – none specific

6.10 Community Safety Implications - None specific

6.11 Environmental implications – None specific

7. Background Papers

- The Council Constitution, Part 3, Schedule 2, Cabinet working parties.

Current Cabinet Working Parties – 3 June 2019

| | Current Working Parties | No. members | Meeting frequency | Note |
|----|--|---|--|--|
| 1. | Access, Parking and Transport Strategy Working Party | 8 Cllrs 7 Co-optees - Chaired by Cabinet member | 1x since formation - Jan 19 | |
| 2. | Biodiversity and Environmental Awareness Working Party | 20 (8 Cllrs, 12 co-optees) Chaired by Cabinet member | Last met April 16 | Oversees bio-diversity action plan. |
| 3. | Conservation Working Party | 8 Cllrs 7 Co-optees - Cabinet Member | Last met Feb 19 Ave 1-2x pa | |
| 4. | Cultural, Tourism and Events Working Party | 8 Cllrs Chair Cabinet Member | Met once (Oct 18) | |
| 5. | Holocaust Memorial Day Working Party | 8 Cllrs Chair: Cabinet Member | 2-3x pa | |
| 6. | Housing and Homelessness Working Party | 8 Cllrs Chair: Cabinet member | 1-2x pa Last met Jul 18 | |
| 7. | London Southend Airport Monitoring Working Party | 8 Cllrs Chair: Cabinet member | 1x pa Last met Oct 18 | Meets annually – to receive annual report |
| 8. | People Management, Accommodation and Digital Strategy Working Party | 8 Cllrs Chair: Cabinet member | Last met Oct 18 | Oversees digital strategy |
| 9. | School Places Working Party | 8 Cllrs Chair: Cabinet member | 2-3x pa Last met Nov 18 | |
| 10 | Southend-on-Sea Local Development Framework Working Party | 8 Cllrs Chair: Cabinet Member | 1 pa Last met Jan 19 | Oversee Local Plan, Jt Strategic Plan etc. |
| 11 | Traffic Regulations Working Party | 12 Cllrs | 10x since May 18 (meets with each Cabinet Cttee) | Statutory body |
| 12 | Waste Management Working Party | 8 Chair: Cabinet member | 2x pa Last met Oct 18 | |

3. Proposed Cabinet Working Parties - Terms of Reference

3.1 Environment & Planning Working Party

3.1.1 Membership

8 Councillors

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply

Other non-voting members will be invited to attend as and when appropriate, and will include representatives from:

- Leigh Society
- Southend Society
- Shoebury Society
- Milton Society
- S.E. Essex Archaeological Society
- Southend & District Building Restoration Trust
- RIBA
- Chamber of Commerce.

- Natural England
- South Essex Natural History Society
- Essex Wildlife Trust – Rochford and Southend Local Group
- British Trust for Conservation Volunteers One representative of Royal Society for the Protection of Birds – Southend Members Group
- Friends of Hadleigh Castle Country Park
- Southend Ornithological Group
- Butterfly Conservation (Cambs and Essex Branch)
- Leigh Town Council
- Essex Amphibian and Reptile Group
- Essex Biodiversity Partnership
- The Site Manager – Hadleigh Castle Country Park
- The Southend Environmental Project Manager – Essex Wildlife Trust

The Chair shall be the Leader or such other Cabinet Member as the Leader shall appoint. The Vice-Chair will be appointed by the Leader.

3.1.2 Quorum

3 Councillors

3.1.3 Terms of Reference

- (a) **To consider policy matters that support delivery of the Council's Ambition and Outcomes as set out in the Southend 2050 Road Map and make recommendations, when appropriate, to Cabinet.**
- (b) To identify conservation issues of importance to the Borough and make recommendations to the Cabinet.

- (c) To consider conservation policy and monitor changes in Conservation Areas and make recommendations to the Cabinet.
- (d) To consider practical conservation projects in the Borough, including partnerships with other organisations and to make recommendations thereon to the Cabinet.
- (e) To consider major planning applications with conservation implications referred to it by the Development Control Committee and to make comments to the Development Control Committee.
- (f) To make recommendations on the collection, removal and disposal of all excreta, refuse, litter (including abandoned vehicles and trolleys), and for the recycling of waste (including the preparation of waste recycling plans), for the Civic Amenity sites within the Borough and all matters relating to cleansing of the Borough including all paved roads, areas of open land and foreshore.
- (g) To make recommendations on matters relating to the review of the Local and Structure Plans and the provision of a comprehensive up to date planning policy framework for the Borough.

To make recommendations to Cabinet on local listing on an annual basis and on an ad hoc basis in case of urgency.
- (h) To provide advice to the Southend Strategic Partnership about environmental and biodiversity issues, and to assist in the delivery of the Community Plan.
- (i) To identify environmental and biodiversity issues of importance to the Borough and the Council.
- (j) To consider environmental and biodiversity projects in the Borough including partnerships with other organisations and seek funding from non-Council sources and promote collaboration and support with funding agencies.
- (k) To consider and where appropriate participate in local and national environmental and biodiversity campaigns.
- (l) To encourage, assist and promote biodiversity in the Borough.
- (m) To keep under review the development of environmental and biodiversity policies.
- (n) To support sustainable development and improvements in the local environment.
- (o) To increase awareness and publicity of environmental and biodiversity issues.

3.1.4 Status of Meetings

Private

3.1.5 Reports to

The Cabinet (save in respect of 3.1.3(d) above)

3.2 Business, Culture & Tourism Working Party

3.2.1 Membership

8 Councillors

The Chair shall be the Leader or such other Cabinet Member as the Leader shall appoint. The Vice-Chair will be appointed by the Leader.

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply

3.2.2 Quorum

3

3.2.3 Terms of Reference

- (a) To consider policy matters that support delivery of the Council's Ambition and Outcomes as set out in the Southend 2050 Road Map and make recommendations, when appropriate, to Cabinet.**
- (b) To carry out study work and formulate proposals and recommendations in respect of cultural projects.
- (c) To review the current programme of events in Southend and the funding thereof, and to consult stakeholders on improvements which could be made.
- (d) To develop and recommend a new events strategy for Southend.
- (e) To formulate proposals and recommendations in respect of the pier and foreshore.

3.2.4 Status of Meetings

Private

3.2.5 Reports to

The Cabinet

3.3 Housing and Communities Working Party

3.3.1 Membership

8 Councillors (by convention political proportionality shall apply)

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply

Other non-voting members will be invited to attend as and when appropriate.

The Chair shall be the Leader or such other Cabinet Member as the Leader shall appoint. The Vice-Chair shall be appointed by the Leader.

3.3.2 Quorum

3 Councillors

3.3.3 Terms of Reference

- (a) **To consider policy matters that support delivery of the Council's Ambition and Outcomes as set out in the Southend 2050 Road Map and make recommendations, when appropriate, to Cabinet.**
- (b) To advise the Cabinet on strategic housing policy issues relating the provision and improvement of affordable and social housing in the borough.
- (c) To review progress on the future management of the Council's housing stock, following the report of the ALMO Task and Finish Group and the decision of Cabinet on 5th November 2013; including reviewing progress on the level of savings / efficiencies to be achieved and the performance of South Essex Homes.
- (d) To advise Cabinet on the strategic approach to the prevention, alleviation and eradication of homelessness issues (including rough sleepers) in the borough.
- (e) To develop the People Management Strategy.
- (f) To monitor and manage performance against agreed action plans and targets within the People Management Strategy.
- (g) To make recommendations on Corporate People Management issues.
- (h) To monitor, review and make recommendations on a Digital Strategy for the Council.
- (i) To make recommendations on an Accommodation Strategy necessary to deliver the Council's services in the future together with proposals for the implementation of such strategy.
- (j) To review usage of existing accommodation and to recommend ways to maximise such use in the interests of economy and the most effective delivery of service.

3.3.4 Status of Meetings

Private

3.3.5 Reports to

The Cabinet

3.4 Transport, Capital, Inward Investment Working Party

3.4.1 Membership

8 Councillors

The Chair shall be the Cabinet Member for Infrastructure. The Vice-Chair shall be appointed by the leader.

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply

Interested Parties (to be invited in a non-voting capacity on an ad-hoc basis):

- 1 representative from First Group
- 1 representative from Arriva
- 1 representative from Stephensons
- 1 representative of the rail operators (dependent upon franchise)
- 1 representative of Southend Area Bus Users Group
- 1 representative of the Rail Users Group

Advisory Capacity:

- 1 representative of Essex County Council

3.4.2 Quorum

3 Councillors

3.4.3 Terms of Reference

- (a) **To consider policy matters that support delivery of the Council's Ambition and Outcomes as set out in the Southend 2050 Road Map and make recommendations, when appropriate, to Cabinet.**
- (b) **Access to the Borough:** This will include considering improvements to access options for visitors to the Borough including changes to road layouts and reducing access traffic on roads within the core of the town centre to provide easier, direct and more intuitive access to car parks and key visitor destinations.
- (c) **Parking:** This will include:
 - (i) the development of a parking guidance system and vehicle messaging system covering the main car parks across the Borough; and
 - (ii) appropriate changes to parking tariffs for periods of high demand for example Summer weekends and bank holidays to better balance the demand for parking between the seafront and town centre car parks.
- (d) **Transport:** This will include:
 - (i) how public transport, including bus services, in the Borough might be improved;
 - (ii) ensuring synergy of public transport services for the Borough; and
 - (iii) the provision of improved travel information pre-travel and pre-arrival to the Borough through a range of media and systems and to encourage travel behaviour change by residents of the Borough and visitors.

- (e) To monitor the on-going operation of the London Southend Airport in the context of the environmental controls recorded in the leases and S.106 Agreements. To respond to concerns regarding air traffic movements.

3.4.4 Status of Meetings

Private

3.4.5 Reports to

The Cabinet

3.5 Children and Learning

3.5.1 Membership

8 Councillors

The Chair shall be the Leader or such other Cabinet Member as the Leader shall appoint. The Vice-Chair shall be appointed by the leader.

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply

3.5.2 Quorum

3

3.5.3 Terms of Reference

- (a) **To consider policy matters that support delivery of the Council's Ambition and Outcomes as set out in the Southend 2050 Road Map and make recommendations, when appropriate, to Cabinet.**
- (b) To review the provision of primary and secondary school places across the Borough taking into account all relevant factors.

3.5.4 Status of Meetings

Private

3.5.5 Reports to

The Cabinet

3.6 Community Safety and Customer Contact Working Party

3.6.1 Membership

8 Councillors

The Chair shall be the Leader or such other Cabinet Member as the Leader shall appoint. The Vice-Chair shall be appointed by the leader.

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply

3.6.2 Quorum

3

3.6.3 Membership

8 Councillors

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply to the 5 Councillors who are not Cabinet Members.

3.6.4 Quorum

3 (including at least 2 of the Cabinet Members)

3.6.5 Terms of Reference

- (a) To consider policy matters that support delivery of the Council's Ambition and Outcomes as set out in the Southend 2050 Road Map and make recommendations, when appropriate, to Cabinet.**

3.6.6 Status of Meetings

Open to the public

3.6.7 Reports to

The Cabinet

3.7 Health and Adult Social Care Working Party

3.7.1 Membership

8 Councillors

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply to the 5 Councillors who are not Cabinet Members.

The Chair shall be the Leader or such other Cabinet Member as the Leader shall appoint. The Vice-Chair shall be appointed by the leader.

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply

3.7.2 Quorum

3 (including at least 2 of the Cabinet Members)

3.7.3 Terms of Reference

- (a) To consider policy matters that support delivery of the Council's Ambition and Outcomes as set out in the Southend 2050 Road Map and make recommendations, when appropriate, to Cabinet.**

3.7.4 Status of Meetings

Open to the public

3.7.5 Reports to

The Cabinet

3.8 Traffic Regulations Working Party

3.8.1 Membership

8 Councillors¹, comprising the 3 Cabinet Members who sit on the Cabinet Committee (one of whom shall be appointed Chair) and 5 Councillors who are not Cabinet Members.

Substitutes: Permitted in accordance with Standing Order 31
Proportionality: By convention political proportionality shall apply to the 5 Councillors who are not Cabinet Members.

3.8.2 Quorum

3 (including at least 2 of the Cabinet Members)

3.8.3 Terms of Reference

- (a) To consider written objections and also to hear oral representations by objectors and supporters (if any) to proposed Traffic Regulation Orders and to make a recommendation to the Cabinet Committee on such proposed Orders. (See Section 6D of **Part 4(a)** of the Council's Constitution regarding public speaking on Traffic Regulation Orders.)
- (b) To consider requests for Traffic Regulation Orders referred to the Working Party by the Council, Cabinet or the Deputy Chief Executive (Place) and make appropriate recommendations to the Cabinet Committee on those requests.
- (c) To consider exceptional circumstances PVX applications and hear oral representations by the applicant or their appointed representative and make appropriate recommendations to the Cabinet Committee.

3.8.4 Status of Meetings

Open to the public

3.8.5 Reports to

The Cabinet

3.9 Holocaust Memorial Day Working Party

¹ **Note:** No Councillor shall sit on the Traffic Regulations Working Party (whether for the first time or returning to the Working Party after a period of absence), including as a substitute Councillor, without having first attended a training session on the principles of Traffic Regulation Orders.

3.9.1 Membership

8 Councillors

Substitutes: Permitted in accordance with Standing Order 31

Proportionality: By convention political proportionality shall apply

The Chair shall be the Leader or such other Cabinet Member as the Leader shall appoint.

3.9.2 Quorum

3

3.9.3 Terms of Reference

To recommend arrangements to commemorate Holocaust Memorial Day, 27th January each year.

3.9.4 Status of Meetings

Private

3.9.5 Reports to

The Cabinet

Southend-on-Sea Borough Council

**Report of Deputy Chief Executive People
to
Cabinet
On
25 June 2019**

Report prepared by: Glyn Halksworth, Interim Director for
Housing

Housing Update

**Policy and Resources Scrutiny – Cabinet Member: Councillor Ian Gilbert
A Part 1 Public Agenda item**

1. Purpose of Report

- 1.1 This report provides an update on two key elements of the Housing, Homelessness and Rough Sleeping Strategy, namely housing supply and a proposed Acquisitions Programme for Council Housing. This report seeks approval to the funding and governance of the proposed acquisitions programme.

2. Recommendation

- 2.1 That Cabinet agrees:
- a. The work to develop a regeneration framework and pipeline of housing and regeneration projects, including the potential to establish a revolving investment fund to deliver the pipeline, with a report coming forward to Cabinet in September 2019.
 - b. To proceed with the Acquisitions Programme for Council Housing as agreed in the Council's Housing, Homelessness & Rough Sleeping Strategy.
 - c. That a capital budget of £4.3M be created within the Housing Revenue Account (HRA) capital programme for 2019/20 to facilitate the Acquisitions Programme, funded 30% from retained Right to Buy Capital receipts and 70% from HRA Capital Investment Reserve.
 - d. That the delegated authority to the S151 Officer for property acquisitions and disposals for the sign off of the property acquisitions in Part 3, Schedule 3, Section 4 of the Constitution be amended to increase the value from £250,000 to £500,000.

3. Background

- 3.1 The need for affordable housing within the borough is greater than ever and is demonstrated by the outcomes of the Strategic Housing Market Assessment (SHMA) and by our own Homes Seeker's Register data. The Council's commitment to addressing this housing need is well documented with the Council's Southend 2050 Vision & the corporate Housing, Homelessness and Rough Sleeping Strategy both reflecting this.
- 3.2 In addition, the preparation of the new Local Plan for Southend will address how to achieve housing growth of all types to address local needs.
- 3.3 The Council can play a number of different roles in increasing housing supply, and sometimes must fulfil these different roles at the same time:
- **Direct deliverer** - as with the Housing Revenue Account funded development managed by the Strategic Housing Team which is now entering Phases 3 and 4. The most recent completion being the houses and flats at Rochford Road.
 - **Landowner and Landlord** - enabling new housing through redevelopment and/or disposal of its land and assets for development, or the potential to purchase affordable homes built on larger schemes.
 - **Enabler** - using various tools and approaches such as joint delivery arrangements including (but not limited to) the joint venture with Swan for Better Queensway, or development through Public Sector Partnerships (PSP) Southend LLP as used to deliver the developments at the former Hinguar Primary School and Saxon Lodge in Shoeburyness. The Council can contribute finance or assets as part of enabling these developments, or consider sharing risk, acting as a guarantor or other bespoke options.
 - **Planning authority** – this role is relevant for all developments
- 3.4 In light of the limited amount of land available for new development in the borough, work is being undertaken to plan the pipeline of development opportunities, including for new housing and affordable housing of the quality and design we aspire to. The pipeline includes new build, potential acquisitions and leasing opportunities such as a private sector leasing scheme along with the identification of potential estate refurbishment, repurposing and regeneration opportunities. The proposed acquisitions programme for council housing set out in section 3.14 of this report is one such example.
- 3.5 The purpose of creating a planned, pro-active pipeline of regeneration and housing opportunities is twofold:
1. To increase the pace of delivery of affordable homes to address known need whilst also ensuring that limited land and assets are not used for housing when other non-housing uses are needed e.g. land required to support

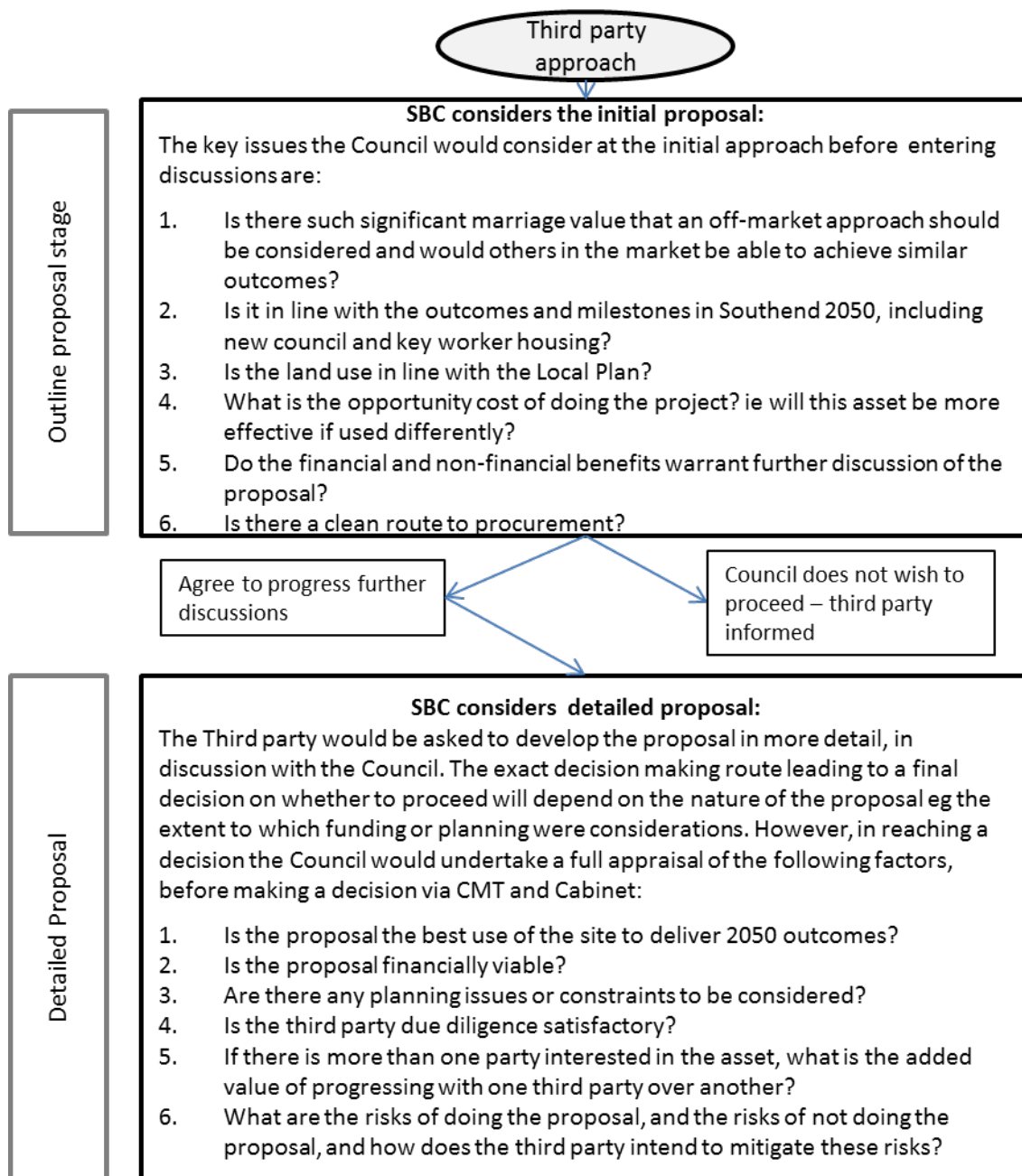
regeneration and economic development. Being pro-active and planned means we are more able to respond positively to market changes.

2. To take a portfolio approach to delivering housing and wider regeneration projects which provides the opportunity to use the income from early projects to support the funding of other projects within the portfolio. This revolving investment fund approach has been used by other local authorities to fund housing and regeneration programmes and is currently being explored as an option for delivering Southend's housing and regeneration portfolio. Updates on this proposal will be brought back to Cabinet in September.
- 3.6 Recognising the potentially competing requirements for use of land and assets, the pipeline is considering all regeneration opportunities, not just housing and infrastructure associated with new development. A regeneration framework is being prepared to set the context for bringing forward sites, focusing in particular on those areas with the greatest concentration of potential sites and opportunities namely the town centre, the area surrounding the airport, and Shoeburyness.
- 3.7 Further updates will be presented to Cabinet as work progresses on the regeneration framework, the pipeline, and the potential to establish a revolving investment fund. In the meantime delivery will continue through existing programmes such as Better Queensway and HRA Phases 3 and 4, as well as working in partnership to enable development on non-Council owned sites where the Council can add value.

Responding to Third Party Approaches

- 3.8 Southend-on-Sea Borough Council has the opportunity to contribute significantly to achieving the Southend 2050 outcomes through effective use of its land and property assets. The best approach to maximising use of our assets is often for the Council to release them to the market through a proactive and planned approach, and this is how the majority of projects happen now. However, the Council does also receive approaches from third parties relating to the use of Council assets, sometimes as part of a larger scheme with other landowners.
- 3.9 Whilst recognising that each third party approach is unique, it is important that Council has a clear, transparent and replicable approach to considering these opportunities, and this is set out below.
- 3.10 It is helpful to note that an internally generated idea about changing the use of a Council asset, or requiring major investment will be subject to similar criteria to those set out below relating to third party approaches.
- 3.11 One of the issues which this process needs to reflect is the need to take ideas through a process which is proportional to the scale of the proposal or request to the Council. This will ensure that smaller scale projects can progress with appropriate review, but larger proposals get a more detailed appraisal.

3.12 A two stage process is proposed:



3.13 Whilst Phase 1 of the Regeneration Framework will be internal to the Council, the intention is to develop this for Phase 2 in to an outward facing document which can be used as an investment brochure for the borough. This approach would seek to highlight the land and opportunities which the Council intends to bring forward together with the timescale for these so that potentially interested parties are aware and opportunities are not placed in to a ‘cold market’.

Proposed Acquisitions Programme for Council Housing

- 3.14 The Council's Housing, Homelessness and Rough Sleeping Strategy aims to prioritise the supply of safe and locally affordable homes and propose a range of commitments to help to deliver this aim and provide affordable housing solutions. One of the commitments detailed is to develop an acquisitions programme for additional council housing to enable more existing stock to be brought up to standard and let to low income households, managed through South Essex Homes.
- 3.15 This Acquisitions Programme for additional council housing also links to the Council's use of Right-to-Buy receipts as this Programme will be part funded (30%) by accumulated Right-to-Buy Receipts which are time sensitive and need to spent by the end of 2019/20 to avoid the need to return them to HM Treasury, together with punitive interest payments (at 4% above Base Rate) that would be required.
- 3.16 As per the above, due to the increasing need for affordable housing within the borough and a requirement to use Right-to-Buy receipts, an Acquisitions Programme valued at £4.3M for 2019/20 is proposed to purchase homes directly from the private sector to then be utilised for the purpose of council housing within the HRA.
- 3.17 In order to ensure a strategic approach to these acquisitions, the Council's Housing teams have carried out an assessment of the current housing needs of those households on the Homeseeker's Register.
- 3.18 A viability assessment detailing the amount of property purchases required within the financial year and associated costs has also been undertaken. Assessment criteria have also been developed to evaluate the initial suitability of the property for acquisition.
- 3.19 In terms of the property purchase process, a two stage viewing method has been established between the Council's Corporate Property & Asset Management Team and Housing teams alongside the requirement for full business cases to be required for each purchase to ensure value for money. That business case will look at the value and the whole life costs and incomes of an acquisition in reaching its conclusion.
- 3.20 Once the business cases are agreed between the Council's Housing, Corporate Property and Asset Management and Finance teams, they will be recommended to the Strategic Director (Finance & Resources) for agreement. An amendment is required to Part 3, Schedule 3, Section 4 of the Council Constitution to facilitate this process. Currently under delegated authority the S151 Officer can agree the acquisition of property on value for money terms up to £250,000. However due to the nature of the Programme and the increasing local property values, and to enable acquisitions that meet the identified housing need and are supported by a viable business case to proceed promptly, this value is recommended to be increased to £500,000. Significant property acquisitions such as for example, large family housing over £500,000, portfolio acquisitions or blocks of flats would still require agreement via the Cabinet, or Standing Order 46 process. The recommendation at 2.1d above

therefore recommends that the delegated limit for acquisitions and disposals is increased to £500,000 to enable most such transactions to be processed under delegated authority.

4. Other Options

- 4.1 The alternate options open to the Council with regard to the Acquisitions Programme have been evaluated and are detailed below:
- 4.2 Do Nothing – This option considered not creating an Acquisitions Programme. This approach however would result in a repayment of Right to Buy funds to HM Treasury, would not increase council housing stock and would also not help the Council to meet its 2050 Vision or contribute to the 2050 road map.
- 4.3 Transfer the funds as grant to a Registered Provider – This option would see the Right to Buy funds given to RP's as a grant to build affordable housing, with nomination rights given to the Council. This approach would not however be achievable in the given timescales, but remains a potential option for future years and could be a helpful mechanism to assist with schemes with borderline viability which would otherwise not progress.

5. Reasons for Recommendation

- 5.1 The Acquisitions Programme for additional council housing is recommended as there is an established need for affordable housing within the borough as demonstrated by the local Strategic Housing Market Assessment (SHMA), and by our own Homes Seeker's Register data.
- 5.2 The formation of an Acquisitions Programme for council housing would result in an increase in the levels of affordable housing in the short term. This increase in the borough's affordable housing stock may assist in reducing reliance on more expensive temporary accommodation.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The development of the housing and regeneration pipeline, the proposed acquisition of property to be utilised for affordable housing in the borough both work towards the Southend 2050 Safe and Well outcome of ***“We are well on our way to ensuring that everyone has a home that meets their needs”***.

The development of a regeneration framework and pipeline are also key contributors to the Opportunity and Prosperity outcomes ***“We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities”*** and ***“Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough”***.

6.2 Financial Implications

The proposed capital budget for the Acquisition Programme will be funded by a combination of retained right to buy receipts (30%) and HRA Capital Reserves (70%). There is available capital funding available to finance this budget. There is a financial implication of not spending the money, with a requirement to return it to HM Treasury, including punitive interest payments of 4% above Base Rate.

The Council is required to make use of retained Right-to-Buy receipts within three years of their collection. As detailed below, the Council is currently required to invest £4.3m in affordable housing by the end 2019/20 in order to not return up to £1.292M of our RTB receipts.

| Timescales | Retained Receipts (30%) | Other Funding (70%) | Budget required |
|------------------------------------|--------------------------------|----------------------------|------------------------|
| by 30 th September 2019 | £452,700 | £1,056,300 | £1,509,000 |
| by 31 December 2019 | £574,800 | £1,341,200 | £1,916,000 |
| by 31 March 2020 | £264,300 | £616,700 | 881,000 |
| Total 2019/20 | £1,291,800 | £3,014,200 | £4,306,000 |

The 70% matched funding has to be found from within other HRA resources, including potentially borrowing and use of any capital investment reserves. It is proposed that the 70% matched funding be met from the HRA capital investment reserve. Therefore overall fund for the Acquisitions Programme for 2019/20 would therefore be broken down as follows:

| Funding source | Amount |
|-----------------------------|-------------------|
| HRA Capital Reserves (70%) | £3,014,200 |
| Right to Buy Receipts (30%) | £1,291,800 |
| Total | £4,306,000 |

Any revenue and capital implications for the proposed housing pipeline will be included in the report to Cabinet in September 2019, and in future iterations of the capital programme.

6.3 Legal Implications

Initial consultation with the Council's Legal team has been undertaken and legal searches and conveyancing services will be required throughout the programme on a case by case basis.

6.4 People Implications

No People implications regarding the Pipeline or Acquisitions Programme.

6.5 Property Implications

The acquisitions of additional council housing units within the HRA would provide housing required for households on the Council's Homeseeker's Register. Rents would need to be set at a level which is locally affordable and in line with statutory guidance. Any properties purchased will be brought up to decent homes standards prior to being let. Any properties purchased will be used for the provision of locally affordable secure tenancies within the HRA.

The main purpose of the pipeline work is to review, and develop a strategic approach for the Council's forthcoming or latent development opportunities and this will of course generate many strategic and details property implications as the work progresses.

6.6 Consultation

Necessary consultation with Corporate Property and Asset Management & Finance colleagues will be undertaken throughout the property evaluation process. All these teams (and others as required) will jointly assess and prioritise opportunities to ensure a robust, corporate approach.

Depending on the type and size of the property purchased, local resident consultation may be required.

6.7 Equalities and Diversity Implications

The acquisitions programme provides increased opportunities to house people with particular requirements, potentially linked to Disabled Facilities Grant funding.

6.8 Risk Assessment

Necessary risk register and issue logs will be used as part of the management of the affordable housing acquisition project.

6.9 Value for Money

Value for money assessments will be undertaken by a project team of representatives from the Council's Corporate Property and Asset Management Team, Housing and Finance teams on individual property purchase basis.

Following acquisition, any acquired properties will be incorporated in to the Council's HRA and valued on a rolling basis with the rest of the housing stock.

6.10 Community Safety Implications

Potential refurbishment of acquired properties will meet with Secured by Design standards where necessary.

6.11 Environmental Impact

Property purchases and works required will look to improve environmental standards by improving landscaping and environmental and economic sustainability where possible

7. Background Papers

- Cabinet Report – Future Phases of the Housing Revenue Account (HRA) Development Project – March 2017
- Cabinet Report – Housing, Homelessness and Rough Sleeping Strategy – November 2018
- Cabinet Report – Future Phases of Affordable Housing Development Programme Update – January 2019

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Southend-on-Sea Borough Council

**Agenda
Item No.**

Report of the Deputy Chief Executive
(People)

to

Cabinet

on

25th June 2019

Report prepared by: Paul Hill, SAB Board Manager

Southend Safeguarding Partnership

People Scrutiny Committee

Executive Councillors: Cllr Trevor Harp and Cllr Anne Jones

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1. To provide Councillors with an overview of Southend Safeguarding Partners response to the changes in governance required by the *“Working Together to Safeguard Children - A guide to inter-agency working to safeguard and promote the welfare of children – July 2018”* (WT2018).
- 1.2. To seek Members’ agreement of the proposed arrangements prior to submission to the Secretary of State for Education by the deadline of 29 June 2019.

2. Recommendations

- 2.1. That the report is noted and approved.

3. Background

- 3.1. The WT2018 was driven by the Children and Social Work Act 2017 (the Act) and associated statutory guidance. The Act introduced a new duty to be placed on the Local Authority, the Chief Officer of Police and Clinical Commissioning Group (referred to as Safeguarding Partners), to make arrangements for safeguarding and promoting the welfare of children in the area.
- 3.2. WT2018 sets out the following:
 - 3.2.1 The three safeguarding partners should agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.
 - 3.2.2 To fulfil this role, the three safeguarding partners must set out how they will work together and with any relevant agencies.
 - 3.2.3 All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.

- 3.3. The three safeguarding partners have until 29 June 2019 to publish their arrangements, and have to notify the Secretary of State for Education when they have done so. They then have until 29 September 2019 to implement the new arrangements.
- 3.4. The arrangements will replace the current Southend Safeguarding Children Board (LSCB) and Southend Safeguarding Adults Board (SAB).
- 3.5. As part of the new arrangements, the three safeguarding partners must set out how they will work with the relevant agencies and schools, colleges and other educational providers.
- 3.6. The three safeguarding partners must also set out how they will work together and with any relevant agencies whose involvement they consider may be required to safeguard and promote the welfare of children in particular agencies. They must also set out how their arrangements will receive independent scrutiny.

4. Corporate Implications

4.1. Contribution to the Southend 2050 Road Map

- 4.1.1. These arrangements have been constructed to support the drivers and detail of the Southend 2050 Road Map.

5. Financial Implications

- 5.1. There are no significant financial implications as a result of these proposed changes.

6. Legal Implications

- 6.1. Strategic Partners are required to make new arrangements and the proposed changes satisfy all requirements of the WT 2018.

7. Consultation

- 7.1. Partners have been consulted prior to the construction of these arrangements, during their perpetration and at drafting stages of the final solution.
- 7.2. The three partners have agreed the attached document fully meets the requirements of the safeguarding partnerships whilst being modelled to ensure the meet the needs of Southend's children and families.

8. Equality and Diversity Implications

- 8.1. These arrangements are designed specifically to offer assurance and oversight of services that protect vulnerable members of our community who have experienced or are at risk of abuse or exploitation.
- 8.2. The arrangements cover only the governance of these services and do not include any delivery functions.
- 8.3. An equality impact assessment has not been completed.

9. Background papers

9.1.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779401/Working_Together_to_Safeguard-Children.pdf

10. Appendices

10.1. Appendix 1 - Working Together 2018 – Safeguarding Southend Partnership Arrangements

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Working Together 2018

Safeguarding Southend

Southend Safeguarding Partnership

June 2019

(Version 08)



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Communication Planning
Partnership Agreement

Executive Summary: Working Together 2018 (Governance Changes)

Background

This document describes changes to governance (only) of Safeguarding in Southend; individual organisations are responsible for making delivery and partnership changes required by the guidance.

The Working together to safeguard children 2018 Statutory guidance on inter-agency working to safeguard and promote the welfare of children in England, replacing the 2015 guidance. This Department for Education statutory guidance sets out what organisations and agencies who have functions relating to children must and should do to safeguard and promote the welfare of all children and young people under the age of 18 in England. The new guidance follows a government consultation, launched in October 2017 which set out the changes needed to support the new system of multi-agency safeguarding arrangements established by the Children and Social Work Act 2017.

Organisations Responsibilities

The guidance includes a new section on “people in positions of trust” highlighting that “organisations and agencies working with children and families should have clear policies for dealing with allegations against people who work with children”. The guidance highlights circumstance where practitioners should be alert to the potential need for early help for a child.

The guidance also includes:

- A new section on referral highlighting that anyone with a concern about a child’s welfare should make a referral to local authority children’s social care
- A myth busting guide to information sharing
- A new section on assessment of disabled children and their carers; young carers; children in secure youth establishments;
- A new section on contextual safeguarding.

Other changes

- All schools: specifies that “this guidance applies in its entirety to all schools”.
- Early years and childcare: there is a new requirement that they must “have and implement a policy and procedures to safeguard children”.
- Health: a new section on “designated health professionals”.
- New section on “children’s homes”.
- New section on “Multi-Agency Public Protection Arrangements” (MAPPA).
- Voluntary, charity, social enterprise, faith-based organisations and private sectors: Highlights that “all practitioners working in these organisations and agencies who are working with children and their families are subject to the same safeguarding responsibilities, whether paid or a volunteer”. The guidance also highlights that:

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“charity trustees are responsible for ensuring that those benefiting from, or working with, their charity, are not harmed in any way through contact with it”.

Governance

Multi-agency safeguarding arrangements Local Safeguarding Children Boards (LSCBs) will be replaced by “safeguarding partners”. Under the new legislation, three safeguarding partners (local authorities, chief officers of police, and clinical commissioning groups) must make arrangements to work together with relevant agencies (as they consider appropriate) to safeguard and protect the welfare of children in the area. The geographical footprint for the new arrangements will not change for Southend.

This document describes the new governance for the 3 safeguarding partners (and ‘relevant’ organisations). They will act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents. These arrangements are described in this document.

The 3 strategic partners have taken the opportunity to reshape the governance of Adult Safeguarding in Southend at the same time. This change brings together a number of Adult and Childrens’ groups, reduces risk of safeguarding arrangements not managing transition arrangements and minimises duplication.

These arrangements set out how we will work together and with any relevant agencies. All 3 safeguarding partners have equal and joint responsibility for local safeguarding arrangements. Relevant agencies are those organisations and agencies whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children.

Schools: It is expected that local safeguarding partners will name schools, colleges and other educational providers as relevant agencies. Once designated as a relevant agency, schools and colleges, and other educational providers, in the same way as other relevant agencies, are under a statutory duty to co-operate with the published arrangements.

Local and national child safeguarding practice reviews: The guidance sets out the process for new national and local reviews. The responsibility for how the system learns the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel (the Panel) and at local level with the safeguarding partners. The Child Safeguarding Practice Review Panel operates from 29 June 2018, and will consider all notifications of serious incidents. Child Safeguarding Practice Review Panel. A copy of the rapid review should be sent to the Panel who decide on whether it is appropriate to commission a national review of a case or cases

Child death reviews The guidance replaces the requirement for LSCBs to ensure that child death reviews are undertaken by a child death overview panel (CDOP) with the requirement for “child death review partners” (consisting of local authorities and any clinical commissioning groups for the local area) to make arrangements to review child deaths.

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Governance Changes

1. Formal Strategic Leadership Group (SLG) (3 Strategic Partners and Independent Safeguarding Advisor)
 - a. Safeguarding Boards (Adults and Children's) removed
2. The Adults and Children's Strategic Partnership Groups (ASPG and CSPG) will operate as executive groups, and be accountable to the SLG. All relevant agencies and Partners are members of the ASPG and the CSPG.
 - a. Adults and Children's Executive Groups removed
3. Delivery Groups will be shaped as follows:
 - a. Learning and Development group (combined adults and children)
 - b. Performance, Audit and Quality Assurance Groups (separate - adults and children)
 - c. Procedure Group (Southend, Essex & Thurrock) (separate - adults and children)
 - d. Domestic Homicide Review Panel (Southend, Essex & Thurrock)
 - e. Child Safeguarding Practice Review Panel
 - f. Task and Finish Child Exploitation and Missing and Child Exploitation
 - g. Safeguarding in Schools Forum
 - h. Task and Finish Groups (as appropriate)

Introduction

The new arrangements will be referred to as Southend Safeguarding Partnership (SSP). The SSP is established in accordance with the Children and Social Work Act 2017, Working Together to Safeguard Children 2018 and the Care Act 2014. The SSP provides the Multi-Agency Safeguarding Partnership framework under which accountable partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of people in Southend, commission and publish local child safeguarding practice reviews, safeguarding adult reviews and provide scrutiny to ensure the effectiveness of the arrangements.

The SSP will publish an Annual Plan and Report that will be informed by Partners strategic objectives. The SSP will take into account national and locally agreed safeguarding priorities as set out in the statutory guidance Working Together 2018, the Care Act 2014 and published guidance.

The SSP will be introduced in September 2019 followed by an implementation period of three months.

Working across Essex

The administrative division of local government in the County of Essex includes two Unitary Authorities, Southend and Thurrock. A Strategic Group, including leaders from Southend, Essex and Thurrock, met on 6th June 2018 and 11th October 2018 to agree how new safeguarding arrangements would be implemented.

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It was agreed that the three administrative areas of local government would maintain their own safeguarding arrangements.

The Safeguarding Partners identified opportunities to develop a “Working across Essex” strategy as part of the new safeguarding arrangements, building on the existing good practice that has developed through the Children’s and Adults Safeguarding Boards.

Vision and Values

Our vision ‘That people in Southend grow up and live in an environment that is free from harm that they are safe and are supported to lead healthy happy and fulfilling lives’

The Southend Safeguarding Partnership will:

- Ensure safeguarding is everyone’s responsibility.
- Put the vulnerable person (cared for child / adult) at the centre of everything we do.
- Ensure everyone has a voice, including children and families.
- Work effectively as a Partnership - operating with trust, transparency and sharing information.
- Build working and respectful relationships between partners which support constructive and appropriate challenge.
- Have a learning and continuous improvement culture to improve the way people are safeguarded and guide how services are delivered.
- Ensure strong communication and engagement within the Partnership, with clear roles and responsibilities.
- Have excellent integration between adult’s and children’s safeguarding arrangements.

Safeguarding Partners

The three ‘accountable’ safeguarding Partners in Southend, who will form the Southend Strategic Partnership Board, are:

- Southend Borough Council - Chief Executive and Deputy Chief Executive (People) (DCS, DAS)
- Southend Clinical Commissioning Group – Accountable Officer and Chief Nurse
- Essex Police – Chief Officer

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three Safeguarding Partners will decide who would take the lead.

The lead representatives may delegate related functions, whilst maintaining accountability for actions or decisions taken on behalf of their agency. If delegated, it is the responsibility of the lead representative to nominate a senior officer who will have responsibility and authority for ensuring full participation.

The representatives or those they delegate authority to will be able to:

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- Speak with the authority of the Partner they represent.
- Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters.
- Hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

Geographical area

The Partnership arrangements cover the administrative boundaries of Southend Borough Council. Partner agencies do not have co-terminus boundaries. The existing and new arrangements will maintain the Southend, Essex and Thurrock (SET) shared guidelines.

Relevant agencies

The safeguarding Partners have determined the following agencies and organisations which are required to work as part of the arrangements to safeguard and promote the welfare of people in Southend (Appendix A). These organisations and agencies are referred to as relevant agencies and should act in accordance with these arrangements.¹

Acting in accordance with the safeguarding arrangements requires safeguarding partners and relevant agencies to work together and:

- Fully engage with the Southend Safeguarding Partnership functions as set out in this document.
- Provide information which enables and assists safeguarding partners to perform their functions; to safeguard and promote the welfare of people in their area. This includes information related to local and national safeguarding practice reviews, safeguarding adult reviews and domestic homicide reviews.
- Ensure that their organisation works in accordance with the SET procedures approved by the partnership.
- Have appropriate robust safeguarding policies and procedures in place specifically relevant to their organisation.
- Provide evidence of the above to the relevant (Adults / Children's) Safeguarding Assurance and Performance Group .

In addition , as recommended by Working Together to Safeguard Children 2018 , all schools (including independent schools, academies and free schools), colleges and other educational providers are designated as relevant agencies.

The list of relevant agencies will be reviewed by the safeguarding partners at least annually.

¹ A schedule of relevant agencies for children can be found under part 4 of the Child Safeguarding Practice Review and relevant Agency (England) Regulations 2018. Safeguarding partners may include any local or national organisation or agency in their arrangements regardless of whether they are named within the regulations. Those organisations that are listed in the regulations have a statutory duty to act in accordance with the arrangements.

Southend Safeguarding Partnership Structure

The organisational structure for the Southend Safeguarding Partnership is included as Appendix B.

Strategic Leadership Group (SLG)

Members of the SLG include those with lead responsibility from each of the safeguarding partners, and the Independent Advisor. Where possible, decisions will be made by consensus.

A Safeguarding Business Manager will attend and co-ordinate meetings, minutes and action monitoring.

The Strategic Safeguarding Leadership Group will meet at a minimum quarterly as part two of the existing Strategic Partnership Group.

Purpose:

- Provide strategic leadership, direction and governance for the delivery of safeguarding arrangements in Southend with equal and joint responsibility.
- Ensuring the safeguarding arrangements are working effectively and are compliant with relevant legislation (including *'Working Together Document 2018'*, *'Children's Act 1989/2004'*, *'Care Act 2014'*)
- Setting the strategic priorities for SSP.
- Supporting and engaging with relevant agencies through the Partnership Group.
- Ensuring that Local and National learning is implemented.
- Maintaining a risk log that identifies strategic risk to the safeguarding of people in the area and the operation of the safeguarding arrangements.
- Linking with other strategic boards; including Health and Wellbeing Boards, Community Safety Partnerships, Channel Panels, Improvement Boards, the Local Family Justice Board and Multi-Agency Public Protection Arrangements (MAPPA) .
- Ensure effective scrutiny arrangements are in place across the partnership.
- Publish an annual report on behalf of the partnership.
- To agree the resources required to ensure the effective functioning and delivery of the partnership and its agreed priorities.

Safeguarding Partnership Group (SPG)

The Strategic Partnership Group will operate as an executive group, and be accountable to the SLG. All relevant agencies and Partners are members of the SPG. It will be the decision making body overseeing the multi-agency plan and will review progress and assess areas for development in Southend safeguarding processes. It will inform the priorities and strategic direction of the SLG.

This Executive group will be chaired by the Independent Advisor and meet at a minimum of four times a year.

Purpose:

Appendix 1

- Enable effective multi-agency safeguarding arrangements through collaborative strategic leadership, scrutiny, challenge and coordinated activity.
- Responsible for implementation and the delivery the strategic policy and priorities of the SSP.
- Facilitating communication between all the safeguarding partners and relevant agencies, strengthening working relationships between organisations.
- Evaluating the performance and supporting the functions of all partnership delivery groups and any task and finish groups.
- Identifying emerging issues to inform the SLG priority setting and raising awareness of emerging issues across the partnership.
- Ensure effective communication and engagement across all stakeholders including children young people families and adults.

Southend Safeguarding Partnership Learning and Improvement Framework

Learning and improvement will be at the heart of all our safeguarding arrangements. The Partnership will improve and support better outcomes for people in Southend and be supported by a Learning and Improvement Framework.

The delivery groups in the Southend Safeguarding Partnership include:

- Learning and Development group (combined adults and children)
- Performance, Audit and Quality Assurance Groups (separate - adults and children)
- Procedure Group (Southend, Essex & Thurrock – SET) (separate - adults and children)
- Domestic Homicide Review Panel (Southend, Essex & Thurrock – SET)
- Child Safeguarding Practice Review Panel
- Task and Finish Child Exploitation and Missing and Child Exploitation
- Task and Finish Groups (as appropriate)

Under the new arrangements the ‘Performance’ and ‘Audit and Quality Assurance’ groups have joined, but maintained the separation between adults and children, in order to streamline and not repeat activity.

Each group has work plans which will support those of the SLG and SPG, and will be and will be accountable to the SPG. The groups will be made up of nominated representatives of the safeguarding Partners and relevant agencies.

Learning and Development

The joint Learning and Development group (children and adults) will identify multi-agency safeguarding learning needs to ensure that partner agencies develop their workforce to a high standard that keeps people safe. It will work in an informed way with the performance and audit and quality assurance groups.

Purpose:

Appendix 1

- Responsible for considering any learning identified recommendations made, through a learning and development model e.g. case reviews, audit, performance information. (*incl. serious case reviews, safeguarding adult reviews, domestic homicide reviews etc.*)
- Identify actions for improving workforce streams to ensure a realistic programme of practice improvement.
- Include appropriate methods of evaluating the impact of changing / improving practice.
- Ensure that learning from reviews and other sources is disseminated effectively across the partnership.
- Partnership training courses are commissioned when appropriate.
- Partners agree three days a year when a shared learning event is delivered by the Partnership which highlights learning and challenge to current practice.

Audit Quality Assurance and Performance (separate adults and children)

The Partnership will use available and commissioned data and intelligence to gain an insight into the support provided to people in Southend. Data relating to key safeguarding processes and particularly vulnerable groups will be provided each quarter with an analysis that provides an explanation of any trends and issues for attention of the group.

These may operate as single or separate groups, depending on the direction of the Partnership.

Purpose:

- Responsible for analysing multi-agency safeguarding performance data to inform the partnership of current position, relevant trends and risks to performance.
- To provide (where possible and with appropriate caveats) benchmarking information.
- Conduct a series of multi-agency audits informed by data intelligence.
- Ensure that all relevant safeguarding partners are included in multi-agency performance data analysis and audits including schools.
- Develop and monitor action plans resulting from multi-agency audits or identified performance risks and ensure that actions are completed in a timely manner.
- Identify whether practice has changed as a result of completed audits and action plans.

Safeguarding Practice Review Group

This group is chaired by the Independent Advisor and relates to practice reviews across adults and children. The core membership group is made up of senior operational managers from the safeguarding partners who act as decision makers in their organisations. Representatives from relevant agencies are invited to contribute to the group depending on the nature of the cases involved. Flexible approaches to working will be required in order to respond to new cases as they emerge.

Appendix 1

Purpose - Children's:

- Undertaking a 'Rapid Review' of cases in accordance with the procedures set out in these arrangements.
- Making decisions about whether to undertake a Child Safeguarding Practice review and agreeing on behalf of the safeguarding partners Rapid Review Reports.
- Receive details of cases which have undergone a Rapid Review and undertake further analysis when requested by the safeguarding partners.
- Undertake learning reviews.
- Draft Terms of Reference for Child Safeguarding Practice Reviews.
- Oversee the conduct of Child Safeguarding Practice Reviews.
- Report to the Partnership executive with review findings and proposed actions.
- Dissemination of learning via the Learning and Development group.
- Report to the performance and audit quality assurance group with review findings and proposed actions and plans.

Membership lists are included in Appendix C.

Purpose - Adults:

- Reviews must be arranged if an adult in its area has not died, but it is known or suspected that the adult has experienced serious abuse or neglect.
- SAR's should seek to determine what the relevant agencies and individuals involved in a case might have done differently that could have prevented harm or death.
- SAR's will reflect the six safeguarding principles (Empowerment, Prevention, Proportionality, Protection, Partnership, Accountability).
- The following principles will be applied to all reviews:
 - A culture of continuous learning and improvement across the organisations that work together to safeguard and promote the wellbeing and empowerment of adults, identifying opportunities to draw on what works and promote good practice;
 - Proportionate according to the scale and level of complexity of the issues being examined
 - Led by individuals who are independent of the case under review and of the organisations whose actions are being reviewed
 - Professionals should be involved fully in reviews and invited to contribute their perspectives without fear of being blamed for actions they took in good faith, and
 - Families should be invited to contribute to reviews.
- The process for undertaking SARs will be determined according to the circumstances of the case. The focus must be on what needs to happen to achieve understanding, remedial action and, very often, answers for families and friends of adults who have died or been seriously abused or neglected.
- The process will aim for completion of a SAR within a reasonable period of time, unless there are good reasons not to do so; for example, because of potential prejudice to related court proceedings.

Appendix 1

- Every effort will be made while the SAR is in progress to capture points from the case about improvements needed; and to take corrective action.

Membership lists are included in Appendix C

Threshold Document

The threshold document sets out the local criteria for accessing early help and services. This can be found at the Southend safeguarding website.

Voice and Lived Experience of the Vulnerable Person (including Children and Families)

The SSP will ask relevant agencies and other partners to ensure they have captured the voices of the vulnerable person, child and family in their work as well as identifying other ways to gather this feedback through the partnership.

- We will use existing mechanisms to capture their voice and to influence improvement.
- We will continue to invite representative groups and organisations to represent their clients in both the Executive and Delivery groups.
- Use Lay Members to support stronger public engagement.
- Where possible, involve families and carers in learning reviews.
- We will respond to the current review of user voice inclusion.
- We will continue to promote the approach of co-design and production in policy, guidance and service delivery, practice review and learning.

Scrutiny

The scrutiny function, as set out in Working Together 2018, will provide the critical challenge and appraisal of Southend Safeguarding Partnership arrangements. The scrutiny will be part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections.

Scrutiny Panel

The existing Councillor led Scrutiny Panel will continue to offer opportunity for overview and scrutiny; its significant functions will include:

- Scrutinise the work of the SSP, to ensure it is effective in monitoring and coordinating the safeguarding of children and adults in Southend and it is representative of the needs and views of the Southend community.
- Feedback any safeguarding issues identified to the SSP and relevant partner agencies.
- Champion the safeguarding of children / adults within partner agency boards.
- Represent the views and interests of the Southend community.
- Receive reports on issues identified by the Panel and agreed by the SSP.

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- In executing its role the Scrutiny Panel will scrutinise the Adults and Children's Partnership Groups agendas; reviewing items suggested by the Independent Advisor, and any other items it requests.
- The Panel may invite officers of partner agencies to attend meetings where it wishes to improve its knowledge of safeguarding processes and procedures.

Independent Advisor

The role of the Independent Adviser will be to offer scrutiny of the governance of safeguarding arrangements in Southend. The objectives for the Independent Adviser are:

- Provide assurance in judging the effectiveness of services.
- Assist when there is disagreement between the leaders responsible for protecting children in the agencies involved in multi-agency arrangements.
- Support a strength focused culture and environment conducive to robust scrutiny and constructive challenge.

The role will include:

- Providing an objective assessment of the effectiveness of the safeguarding arrangements including how they are working for adults, children and families as well as practitioners.
- Providing an objective assessment of the safeguarding partners' leadership of the arrangements for inclusion in the partnership's annual report.
- Support a culture and environment conducive to robust scrutiny and constructive challenge.
- Assist in resolving operation disputes using the partnership arrangements escalation procedures.
- Scrutinise the effectiveness of quality assurance activity.
- Scrutinise the effectiveness of learning and training.
- Effectiveness of the Business unit and infrastructure.
- Prepare agenda items in consultation with partners for SLG.
- The Independent Advisor will chair the SPG.
- Identify and review serious child safeguarding cases as part of the Local Child Practice Case Review panel; and adults through the Safeguarding Adult Review process.
- Ensuring the voice and the lived experience of the service users is at the heart of all aspects of scrutiny
- Actively look at opportunities to build networks and peer support.
- Share good practice as an ambassador of Southend and bring into the partnership from other areas.
- Engagement of local elected members.

Local Authority Members will attend four across party safeguarding panels a year.

Members will be provided with the appropriate information and training to deliver the function of 'Member Scrutiny'. They will have expertise in safeguarding, an understanding of local need and effective partnerships. They will support the delivery of the Southend Safeguarding Partnership and Plan.

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Further work will be undertaken in the first year of the Partnership's operation to develop and define the scrutiny system through the agreement of a consistent set of principles for scrutiny and an annual scrutiny plan.

The Strategic group will be responsible for ensuring that any recommendations for scrutiny are taken forward.

Dispute resolution and escalation process

Independent scrutiny will also assist in the event of a disagreement between the safeguarding partners and/or relevant agencies involved in the partnership and will form part of the escalation process.

Schools, educational establishments and early year's settings

All schools (including independent schools, academies and free schools) and other educational establishments are designated as relevant agencies within the safeguarding arrangements. Engagement with schools will be through representation on the SPG and also through the Schools Forum. The Safeguarding in Schools Forum is Chaired by the LADO (Local Authority Designated Safeguarding Officer) and meets every term. It is open to Designated Leads and Head teachers from all schools in the Borough and provides the opportunity to communicate current safeguarding issues in schools, multiagency updates, services and new initiatives alongside sharing good practice.

Early years settings will be engaged in the arrangements through partner representatives responsible for commissioning those services.

Resources

The resource plan clearly sets out contributions required from relevant agencies, including funding, accommodation services and resources connected with these arrangements. The resource plan will be set annually by the Strategic Safeguarding Partnership Group.

| Expenditure | |
|---------------------|-----------------|
| Salaries | £213,516 |
| Revenue expenditure | £19,200 |
| Total | £232,716 |

| In Kind (Goods and Services Provided) | |
|---------------------------------------|-----------------|
| Total | £69,240 |
| Grand Total | £301,956 |

| Income | |
|--------------|------------------|
| Partners | £-301,956 |
| Total | £-301,956 |

Expenditure

- Salaries
- Car Allowance / Subsistence, Travel Expenses

Appendix 1

- Event: Room / Equipment Hire, Speaker, Catering
- Web Design (Host)
- ICT: ChronoLator Licence Services
- ICT Hardware
- Professional subscriptions
- Health & Safety
- Local Child Safeguarding Practice Review (CSPR)
- Human Resource Management (systems, supervision, benefits)
- Professional Fees: Legal Services
- Office Space (3 Desks)
- Meeting Expenses: Room / Equipment Hire / Catering / Hospitality
- Training
- Office Expenses: Telephone charges, Mobile Phone, Stationary, Postage, Printing
- Insurance
- Security (incl. Criminal Records Bureau Checks)
- Recruitment

Business Support

The work of the Partnership will be supported by a business team hosted by Southend Borough Council. This continues the same arrangements used for the previous Safeguarding Children Board and Safeguarding Adult Board.

Partnership Annual Report and External Reporting Mechanisms

The SLG will produce an annual report that will be published (Strategic Partner Website and Safeguarding Southend Website, Shared with stakeholders) The Safeguarding Partners will present the Annual Report and other appropriate SSP reports to the Health & Wellbeing Board, the Police, Fire and crime Commissioner and the Partners relevant corporate bodies.

The report will set out what the partnership has done as a result of these arrangements, and how effective these arrangements have been in practice. The report will contain a section from the independent advisor ensuring a degree of independence and challenge of the effective working arrangements. The Business Managers will assist the statutory partners and the independent advisor in the composition and writing of the report.

Review of the Southend Safeguarding Partnership arrangements

These arrangements will be reviewed by the safeguarding partners and the Independent Advisor at the end of 2019/20 and thereafter annually, additional or amended statutory guidance will be responded to at the time of publication.

Southend, Essex and Thurrock (SET) Working across Essex

Procedure Group

The Southend, Essex and Thurrock safeguarding groups recognise that many residents cross boundaries and safeguarding policies and guidance should offer a consistent approach. To this end the three groups meet regularly and produce SET Safeguarding policy and guidance that supports the vulnerable person where ever they live and work in Essex in the same way.

The three existing Local Safeguarding Children Boards and Safeguarding Adults Boards cover the County of Essex.

The Boards already have strong collaborative working arrangements and agreed to develop this further through a 'Working across SET Strategy', supporting those areas of safeguarding most effectively managed and having the greatest impact on practice and services for people across the SET area.

The purpose of this section is to set out how the new arrangements will operate on matters of SET, how decisions are made, and to detail what inter-agency arrangements are in place to help ensure that individual agencies effectively safeguard and promote the welfare of people across Essex.

Strategic Relationships

There will be an agreed SET Strategic Plan, providing guidance for the three Multi Agency Safeguarding Arrangements. (MASA's) This will provide strategic direction which all three MASA's will embrace and provide the platform to develop local strategies and plans. The current SET procedures will be refreshed to account for new statutory requirements and provide opportunities to further develop collaborative working across Essex. The Safeguarding Partners across Essex will meet twice yearly.

SET Principles

- People are at the heart of what we do.
- Working across SET becomes an integral part of local MASA arrangements.
- Seek opportunities to improve practice through SET processes.
- At each stage of developing the new arrangements consideration is given to what could be aligned across SET.
- Collaboration is key; whilst recognising the difference between each area.
- The safeguarding partners participate fully in the development of the MASA in each area.
- Best practice is shared across SET.
- That the MASA also work with other partners locally and across SET in areas of cross cutting work.
- Each MASA decides its own constitution and plans but that the overarching SET arrangements are an integral part of these plans.

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- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable people (including children and young people).
- Partner organisations and agencies challenge appropriately and hold one another to account effectively.
- There is early identification and analysis of safeguarding issues and emerging threats.
- Learning is promoted and embedded across SET in a way that local services can become more reflective and implement changes to practice.
- Information is shared effectively to facilitate more accurate and timely decision making.
- A consistent performance management framework is developed across each MASA.
- Peer review and independent scrutiny forms an integral part of the new SET arrangements.

SET Business Planning

It is recognised that each MASA will have its own arrangements as outlined in their individual constitutions and that the Business plans of each MASA will reflect local priorities. It is agreed that there will be areas of collaboration and co-operation across SET for work that is tackled most effectively SET wide in order to have the greatest impact on practice.

Existing good Practice

- Strategic Child Death overview Panel*
- SET Domestic Homicide Group*
- SET Procedures Group*
- SET CSE Strategic Group*
- SET Domestic Abuse Board*

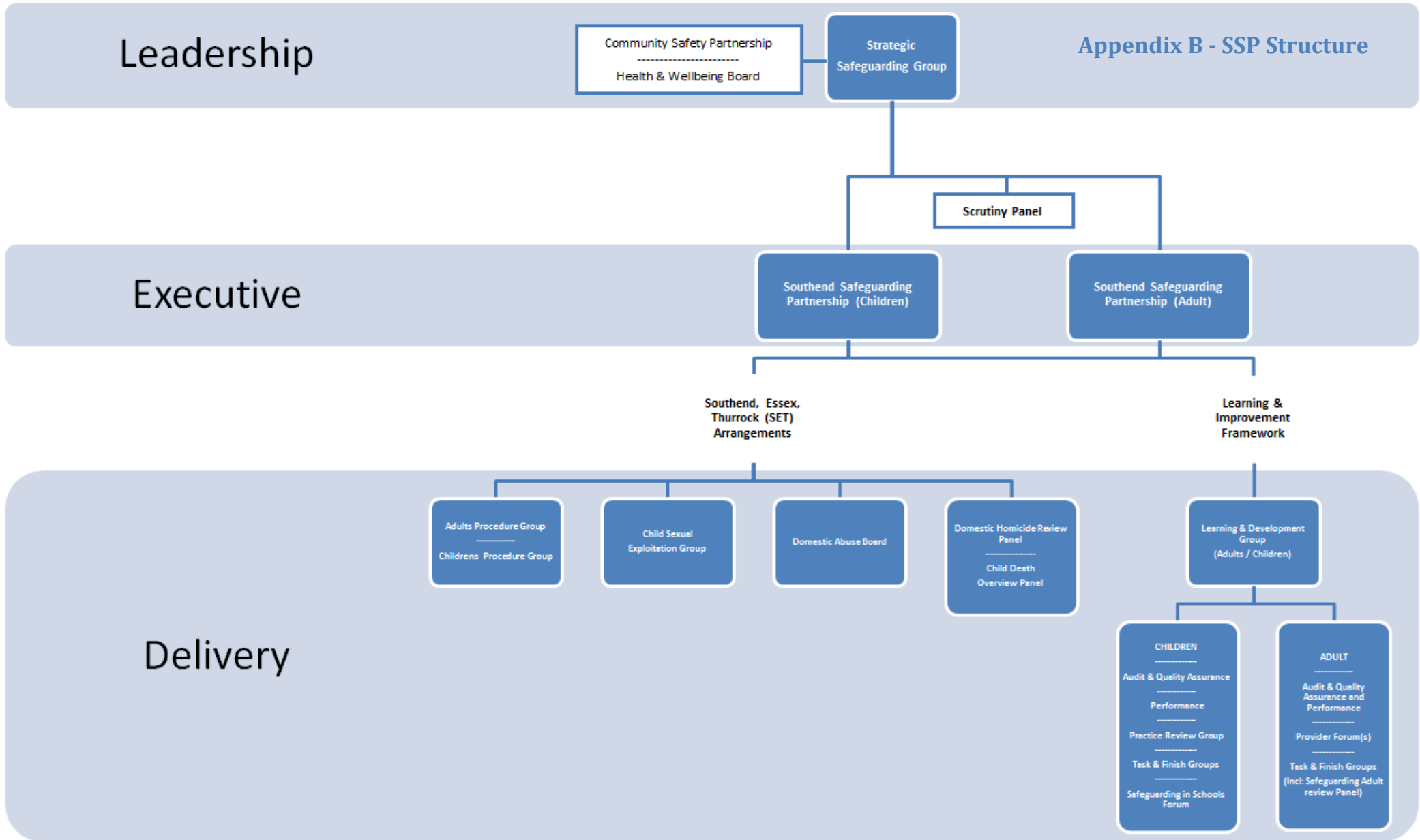
*representative of the Southend Safeguarding Partnership will attend on behalf of the partnership

Appendices

Appendix A- Relevant Agencies

| Southend Safeguarding Partnership Relevant Agencies |
|---|
| Health |
| Southend University Foundation Trust (SUHFT) |
| NHS England and NHS improvement |
| North East London NHS Foundation Trust (NELFT) |
| Essex Partnership University NHS Foundation Trust (EPUT) |
| East of England Ambulance Service |
| Criminal Justice |
| Essex Community Rehabilitation Company |
| National Probation Service |
| Children and Family Court Advisory Support Service (CAFCASS) |
| Education |
| All schools (including independent schools, academies and free schools), colleges and other educational providers in the SSP area |
| Voluntary Sector |
| Pre-School Learning Alliance/A Better Start |
| Southend Association Voluntary Services |
| Southend Community Hubs |
| Others |
| Children's Homes, Adoption/Fostering agencies |
| Essex Fire and Rescue service |
| Border Force |
| British Transport Police |

Appendix B - SSP Structure



Appendix C- Membership Lists

| Strategic Leadership Group | |
|---------------------------------------|------------------------|
| Chairing arrangements | |
| Organisation | Representative |
| Southend Clinical Commissioning Group | Accountable Officer |
| Southend Clinical Commissioning Group | Chief Nurse |
| Southend Borough Council | Chief Executive |
| Southend Borough Council | Deputy Chief Executive |
| Essex Police | Chief Officer |
| Independent Scrutiny | Independent Adviser |

| Southend Safeguarding Partnership | |
|---|--|
| Chairing arrangements Independent Adviser | |
| Children's | Adults |
| Southend Clinical Commissioning Group | Southend Clinical Commissioning Group |
| Southend Borough Council (nominated) | Southend Borough Council (nominated) |
| Essex Police | Essex Police |
| Southend University Foundation Trust (SUHFT) | Southend University Foundation Trust (SUHFT) |
| NHS England | NHS England |
| North East London NHS Foundation Trust (NELFT) | North East London NHS Foundation Trust (NELFT) |
| Essex Partnership University NHS Foundation Trust (EPUT) | Essex Partnership University NHS Foundation Trust (EPUT) |
| East of England Ambulance Service | East of England Ambulance Service |
| Essex Community Rehabilitation Company | Essex Community Rehabilitation Company |
| National Probation Service | National Probation Service |
| Southend Association Voluntary Services | Southend Association Voluntary Services |
| Southend Community Hub(s) | Southend Community Hub(s) |
| Essex Fire and Rescue Service | Essex Fire and Rescue Service |
| Healthwatch | Healthwatch |
| Legal Services | Legal Services |
| Southend Airport Border Services | Border Services |
| Children and Family Court Advisory Support Service (CAFCASS) | |
| All schools (including independent schools, academies and free schools), colleges and other educational providers in the SSP area | |
| Pre-School Learning Alliance/A Better Start | |

| Learning and Development Group |
|---|
| Chaired by nominated representative from safeguarding partners by the SSP |
| Children's / Adults |
| Essex Police |
| SBC Safeguarding |
| SBC Public Health |
| SBC Workforce Development |
| Essex Partnership University Trust (EPUT) |
| Southend Hospital (SUHFT) |
| National Probation Service (NPS) |
| Healthwatch Southend |
| Southend CCG |
| University of Essex |
| South Essex College |
| Essex Community Rehabilitation Service |

| Performance Audit and Quality Assurance Group | |
|---|---|
| Chaired by nominated representative from safeguarding partners by the SSP | |
| Children's | Adults |
| Southend Borough Council (nominated) | Southend Borough Council (nominated) |
| Essex Police | Essex Police |
| Southend Hospital (SUHFT) | Southend Hospital (SUHFT) |
| Healthwatch Southend | Healthwatch Southend |
| Southend CCG | Southend CCG |
| Essex Partnership University Trust (EPUT) | Essex Partnership University Trust (EPUT) |
| SBC Performance Manager | SBC Performance Manager |
| SBC Commissioners | SBC Commissioners |
| Essex Community Rehabilitation Company | Essex Community Rehabilitation Company |
| National Probation Service | National Probation Service |
| Southend Association Voluntary Services | Southend Association Voluntary Services |

| Safeguarding Practice Review Group | |
|--|---|
| Chaired by Independent Adviser | |
| Children's | Adults |
| As appropriate, including: | As appropriate, including: |
| Southend Borough Council (nominated) | Southend Borough Council (nominated) |
| Essex Police | Essex Police |
| Southend Hospital (SUHFT) | Southend Hospital (SUHFT) |
| Essex Partnership University Trust (EPUT) | Essex Partnership University Trust (EPUT) |
| Southend CCG | Southend CCG |
| Children and Family Court Advisory Support Service (CAFCASS) | |

Appendix 1

| |
|---|
| Child Exploitation and Missing Group (Task & finish) |
| Chaired by nominated representative from safeguarding partners by the SSP |
| Organisation |
| Southend Borough Council (nominated) |
| Essex Police |
| Southend Hospital (SUHFT) |
| Essex Partnership University Trust (EPUT) |
| Southend CCG |
| Children and Family Court Advisory Support Service (CAFCASS) |
| SoS Rape Crisis |
| NELFT |

Appendix D- Child Safeguarding Practice Review

Child Safeguarding Practice Reviews

The responsibility for how the system learns lessons from serious child safeguarding incidents lies at national level with the Child safeguarding Practice Review Panel and at Local level with the safeguarding partners.

The Child Safeguarding Review panel is responsible for identifying and overseeing the review of serious child safeguarding cases, which in its view, raise issues that are complex, or of national importance.

The Southend Safeguarding Partnership will identify serious child safeguarding cases which raise issues of importance in relation to the area and commission and oversee a review of those cases where they consider it appropriate to do so. The identification of serious child safeguarding cases will primarily be through the notification requirements² placed on Southend Borough Council which require certain incidents to be notified to the national Child Safeguarding Practice Review Panel. However any organisation with statutory or official duties in relation to children (including all members of the partnership) should inform the safeguarding partners of any incident which they think should be considered for a child safeguarding practice review.

The definition of a serious child safeguarding case is those in which:

- *Abuse or neglect of a child is known or suspected*
- *The child has died or been seriously harmed*

Serious harm includes (but is not limited) to serious and/ or long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It should also cover impairment of physical health.³ This is not an exhaustive list. When making decisions, judgement should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one off incident, serious harm may still have occurred.

Notification of incidents

Southend Borough Council will notify the national Child Safeguarding Practice Review Panel of any incident that meets the criteria within five working days of becoming aware using the approved online notification process. A copy of the notification will be provided to the partnership business manager on the same day that it is submitted.

Notification criteria:

Southend Borough Council knows or suspects that a child has been abused or neglected and either:

- (a) the child dies or is seriously harmed in the local authorities area, or*
- (b) While normally resident in the local authorities area, the child dies or is seriously harmed outside England.*

² (s16C(1) of the Children Act (as amended by the Children and social Work Act 2017)

³ *Child perpetrators may also be subject of a review, if the definition of 'serious child safeguarding case' is met*

Appendix 1

Rapid Review

The partnership business support team will arrange for a rapid review to be undertaken and completed for:

- All cases notified to them as a result of the notification of incident process.
- All cases raised for consideration of a review by partner organisations.

The aim of the Rapid Review is to enable safeguarding partners to:

- Gather the facts about the case, as far as they can be readily established at the time.
- Discuss whether there is any immediate action needed to ensure children safety and share any learning appropriately.
- Consider the potential for identifying improvements to safeguard and promote the welfare of children.
- Decide what steps they should take next, including whether or not to undertake a child safeguarding practice review.

As soon as the Rapid Review is complete, the safeguarding partners should send a copy to the Panel. They should also share with the Panel the decision about whether a Local Child Safeguarding Practice Review is appropriate, or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate.

The Rapid Review will be undertaken and completed within 15 working days and will be coordinated by the business manager. A detailed process has been agreed across Southend Borough Council see Appendix D

When considering whether to commission a child safeguarding practice review the safeguarding partners will have regard to the definition of a serious child safeguarding case (see earlier) and the following criteria:

Whether the case:

- *Highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified.*
- *Highlights or may highlight recurrent themes in safeguarding and promotion of the welfare of children.*
- *Highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children.*
- *Is one which the child safeguarding practice review panel have considered and concluded a local review may be more appropriate?*

Where there are differences of opinion on whether the criteria for review have been met, a majority decision will be accepted i.e. two of the three partners in agreement. The safeguarding partners may consider that a child safeguarding practice review is appropriate for cases that do not meet the definition of a serious child safeguarding case but nevertheless may reveal learning related to good practice, poor practice or near misses.

The response of the National Child Safeguarding Practice Review Panel to the Rapid Review will be reported back to the safeguarding partners. Should the panel disagree with the decision made by the safeguarding partners the business manager will circulate the details of the response and

Appendix 1

convene a meeting/telephone conference of the safeguarding partners decision-makers and the Independent Advisor to consider the information provided and review the initial decision. The Safeguarding Partners, with advice from the Independent Advisor, may decide to adhere to their initial decision or conclude that a Child Safeguarding Practice Review should be commissioned in either case the justification should be clearly recorded and provided to the panel.

The outcome and rationale for the Safeguarding Partners' decision on whether or not to conduct a review will be communicated in writing to the child /family concerned. Where possible this should be provided in person through the practitioner currently working with the family (social worker/police officer) to allow an opportunity for any questions to be raised and responded to.

Child Safeguarding Practice Reviews will be undertaken in line with local procedure.

Reviews will be completed and published within six months unless there are extenuating circumstances such as an ongoing criminal investigation, inquest or future prosecution. Any delay to the completion of publication of a review will be approved by the Strategic Leadership group and the reasons notified to the National Child Safeguarding Practice Review Panel or the Secretary of State. In some circumstances the Strategic Leadership group may consider it inappropriate to publish a review Report in which case arrangements will be made to publish information about the improvements that should be made following the review. The Strategic Leadership group will set out for the Panel and the Secretary of State the justification for any decision not to publish either the full report or information relating to the improvements.

Publication of Child Safeguarding Practice Reviews or information about the improvements that should be made will be via the partnership website. The reports information will remain on the website for one year period and thereafter will be available on request. The NSPCC maintains a national case review repository where case reviews remain available electronically for five years.

Appendix E- Rapid Review Process

Day 1 -2

Commissioning

The Business Manager will notify by (e-mail) the three local safeguarding partners of the initiation of the Rapid Review process. The communication will be sent to:

- CCG (Role)
- LA (Role)
- Police (Role)

The communication will include timescales / rapid review pro-forma / details of the Rapid Review meeting.

The safeguarding partners must immediately identify a named person to lead on the review within their organisation, and advise the business team of their details.

The Business Manager will work with the identified leads to agree a review lead / author to support in the writing of the Rapid Review report.

The CCG Designated Nurse (or associate designated nurse) will advise the CEO's and Safeguarding Leads in Local NHS providers

Modified response - where initial information, and early discussions indicate that further Review is highly likely, it has been agreed that organisations can submit internal documentation to enable a swift rapid review process without creating duplication of agency reports in any further review.

Day 6 - 7

Internal reports: submission and circulation

All agency internal Rapid Review reports MUST be returned to the Business Manager by close of business on day 6 of the Rapid Review timeline.

Day 7 – The Business Manager will circulate to all involved parties, who will review and consider prior to the Rapid Review meeting/panel.

N.B. All partner organisations will need to deploy their own internal processes for facilitating an effective response in the short timescale allowed.

Day 8

Rapid Review Panel

Attendance will include

- Representation from the safeguarding partners (LA, Police, CCG)
- Representation from any key providers as agreed by the review lead/author
- Service Manager (minimum one)

Purpose

- Discussion re the findings from the Rapid Review reports returned

Appendix 1

- Agreement of what is working well and any areas for concerns
- Agree the themes for the summary/analysis section of the report
- Agree report format/template (depending on the extent of information known)
- Identify any action already taken or required
- Agree any recommendations, including further review if required.

Days 9 – 13

Completion first draft report (days 9 – 11)

- The named lead/author and Business Manager will work together to complete the Rapid Review report.
- Lead reviewer will focus on the summary and analysis section; and learning points.
- A standard review template will be available through the Business team; however the report format will be influenced by the amount of information available to the review; and the recommendations. A number of templates may be developed over time.

Circulation and sign off by review team (day 12)

- By 9:30 am on day 12 the Business Manager will circulate the first draft report to all parties involved (review team)
- The Business team will send a copy of the Rapid Review report to the Independent Advisor.
- All responses (comments and requested amendments) must be returned to the Business Manager by 3:00pm on day 12.
- Business Manager and lead reviewer will meet/communicate to agree any amendments, and finalise draft two of the report by, the end of business day 12. This will be re-circulated to the review team.

Sign off by senior managers (day 13)

- Members of the review team must ensure that the report is signed off at the agreed senior level for their own organisation and send confirmation to the Business Manager to this effect; or alert the Service Manager, if there are any issues.

Day 14

Final report

- The Independent Advisor will proof read and sign off final copy.

Day 15

- The Business Manager or independent Advisor will submit the report to the National Panel Mailbox.NationalReviewPanel@education.gov.uk

PRINCIPLES GOVERNING THIS PROCESS

- There is an acceptance by all parties that the process must be completed in the 15 day timeframe.
- That the Rapid Review process will be given priority within workloads.
- There is an agreement by strategic leads that where necessary colleagues will be released from routine duties to undertake the Rapid Review process
- It is the responsibility of review team members to keep senior managers apprised of the review throughout the process; especially if there appears to be significant practice issues for their organisation or service.
- Sticking to the agreed timescales allows for a minimal contingency for exceptional circumstances only.
- The lead reviewer / author will be determined by the extent of agency involvement alongside the most significant incidents known initially.



Safeguarding Southend

Working Together 2018

Safeguarding Southend

Communication Plan

June 2019



Communication Planning

This detailed plan will outline the organisations target audiences and the messages they need to receive to ensure that they understand the impact of the ‘Working Together 2018’ document on their business outcomes and on the ‘Safeguarding Southend’ governance.

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Strategy

The Working Together Document 2018 (WT2018) document sets out the criteria against which Strategic partners should make arrangements to manage Safeguarding Partnerships in their area.

This communication plan will only manage communications that impact on the governance arrangements of the Strategic Partners as a result of the changes made by WT2018. Organisations may need to consider their own arrangements as a result of the provisions of the document.

This communication plan sets out the background, messages, timing, audience and outcomes.

Background

‘Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children’ is the government’s statutory guidance for all organisations and agencies who work with, or carry out work related to, children in the United Kingdom. The guidance aims to set the goalposts for inter-agency working and for promoting the welfare of children from all backgrounds, in all settings.

If you work with or around children, you have a responsibility to be aware of *Working Together to Safeguard Children* and to follow the expectations outlined in the guidance. As such, you need to be aware

that the guidance is being updated in 2018, with some adjustments to the current document that could have an impact on your role.

Southend Strategic Partners (Local Authority, Police and Health) are taking the opportunity to reshape how Adults and Children's Safeguarding work alongside each other at the same time.

WT2018 Changes

- assessing need and providing help
- organisational responsibilities
- multi-agency safeguarding arrangements
- local and national child safeguarding practice reviews
- child death reviews.

Safeguarding Partners and Local Safeguarding Boards

(Note: Changes are being made to both Southend Children's and Adults Safeguarding Board governance to facilitate a number of issues including: joined up decision making, risk management (including transfer), resource management.)

One of the most prominent WT 2018 changes is the replacement of Local Safeguarding Children Boards (LSCBs) with Safeguarding Partners. *(In Southend this will also include changes to the governance of the Safeguarding Adults Board)*

Safeguarding Partners will consist of three agencies: local authorities, clinical commissioning groups, and chief officers of police. They will work with relevant appropriate agencies within their locality to safeguard and protect people in the area. All three Safeguarding Partners have equal responsibility for fulfilling the role.

Safeguarding Partners are responsible for selecting the relevant agencies they will work with to safeguard and protect people each locality.

These relevant agencies should be listed in each local area's published arrangements. Schools, colleges, and educational providers are expected to be listed as relevant agencies by the Safeguarding Partners, and these institutions will take a fully-engaged statutory duty towards promoting the safety and welfare of children in the area.

Child Safeguarding Practice Review Panel

From 29 June 2018, the Child Safeguarding Practice Review Panel has been responsible for identifying and overseeing reviews of serious child safeguarding incidents that raise complex issues or become important on a national scale.

The Child Safeguarding Practice Review Panel will be responsible for deciding how the system learns lessons on a national level, while local responsibility will land with the Safeguarding Partners.

A copy of reviews that have been undertaken by local Safeguarding Partners will be sent to the Child Safeguarding Practice Review Panel for a decision to be made about whether or not a review needs to be made on a national level.

A list of all reviewers who sit on the Child Safeguarding Practice Review Panel must be made public.

Child Death Reviews

With the removal of Local Safeguarding Children Boards, the responsibility for ensuring that child death reviews are undertaken with a Child Death Overview Panel now lies with Child Death Review Partners, which will be made up of local clinical commissioning groups and local authorities.

The new guidance states, “Child death review partners may, if they consider it appropriate, model their child death review structures and processes on the current Child Death Overview Panel (CDOP) framework.”

The new guidance also makes it clear that a review should be carried out for the deaths of all children who are normally resident in the local area, and if appropriate, for non-resident children who die in the local area.

‘WT 2018’ specifies that there will be further guidance published about the process relating to child death reviews.

People in Positions of Trust

The guidance includes a new section on “people in positions of trust” highlighting that “organisations and agencies working with children and families should have clear policies for dealing with allegations against people who work with children”. The guidance highlights circumstance where practitioners should be alert to the potential need for early help for a child.

When do the WT 2018 changes come into effect?

The new ‘Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children’ was published on 1 August 2018. This edition replaces the previous 2016 publication and the changes are in effect now.

Who is this relevant to?

Anyone who works or volunteers in any role that brings them into contact with children and young people, it is their responsibility to play an active role in keeping them safe and protecting them from harm. They should pay attention to all published government guidance that has an impact within their workplace.

WT 2018 is statutory guidance for multi-agency working. It exists to highlight the expectations of working with agencies in your local area, and on a national level, to keep children safe.

We recommend reading the full WT 2018 guidance. It is available on the GOV.UK website ([click here](#))

The changes in Governance of adult safeguarding in Southend means that this change is relevant to everyone who has a responsibility to care of someone else.

Objective

1. To inform Stakeholders of the change in Partnership Arrangements for Safeguarding People in Southend
2. To bring to the attention of Stakeholders the changes to Safeguarding in the Working Together 2018 document.

Target Groups

- Members of current Local Safeguarding Children’s Board Group and Sub Groups
- Members of current Local Adults Safeguarding Board Group and Sub Groups

- Organisations and Individuals that make safeguarding referrals

Key Messages

1. The Working Together 2018 document requires the three strategic partners for Safeguarding in Southend (Southend Borough Council, Essex Police, Southend Clinical Commissioning group) to make arrangements to work in Partnership to safeguard people in Southend.
2. The governance for the Local Safeguarding Children's Board and Safeguarding Adults Board groups and sub groups will change from [date]
3. The new structure looks like appendix A

Quick Reference Message

1. Under the Children Act 2004, as amended by the Children and Social Work Act 2017, LSCBs, set up by local authorities, will be replaced. Under the new legislation, the three safeguarding partners must make arrangements to work together with relevant agencies (as they consider appropriate) to safeguard and protect the welfare of children in Southend.
2. The changes in governance of safeguarding in Southend includes changes to both Adults and Children's Boards, leading to closer working of the safeguarding teams.
3. The child death review partners (local authorities and clinical commissioning groups) have set up child death review arrangements. From 29 June 2018, the Child Safeguarding Practice Review Panel (the Panel) may commission and publish national reviews of serious child safeguarding cases which they consider are complex or of national importance.

Communications Outcomes

Stakeholders will know how the changes to Southend Safeguarding arrangements will impact on them, and how they will be included in the new arrangements.

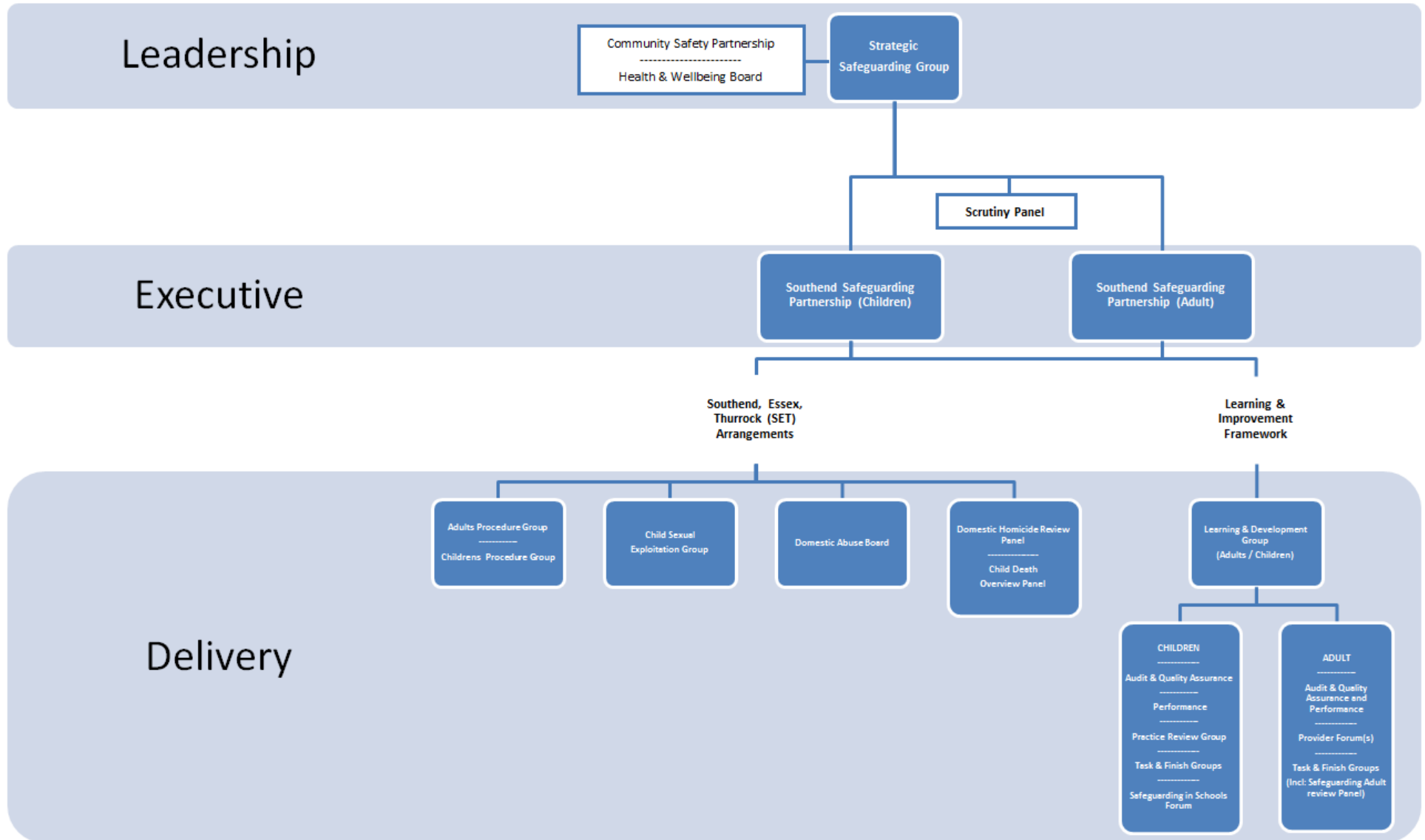
Activity

| Activity | Detail | Resources | Responsible | Date |
|---|---|---|--|------|
| Present Partnership Arrangements to SBC Cabinet | Include in the Cabinet Paper: <ul style="list-style-type: none"> • New Partnership Arrangements • Partnership Agreement • Resource Plan • Communication Plan | Produced by Safeguarding Southend Bus. Mgr. | Liz Chidgey / Simon Leftley | |
| Strategic Partners to present to their Strategic Management Team | Include in the Presentation: <ul style="list-style-type: none"> • New Partnership Arrangements • Partnership Agreement • Resource Plan • Communication Plan | Produced by Strategic Partner | Strategic Partner Lead Officer | |
| Write to all Members of 'EXISTING' Safeguarding groups (Individually) | <ol style="list-style-type: none"> 1. Inform of New Safeguarding Arrangements in Southend 2. Inform Partner of the expectation that they will provide resources at the level (described in the arrangements) | Letters to be written by Produced by Safeguarding Southend Bus. Mgr. and signed by Independent Representative | Liz Chidgey / Safeguarding Southend Bus. Mgr. | |
| Write to all Members of 'NEW' Safeguarding groups (Individually) | <ol style="list-style-type: none"> 1. Inform of New Safeguarding Arrangements in Southend (if not an existing member) 2. Include the terms of reference for the new group / sub group 3. Inform Partner of the expectation that they will provide resources at the level (described in the arrangements) | Letters to be written by Produced by Safeguarding Southend Bus. Mgr. and signed by Independent Representative | Liz Chidgey / Safeguarding Southend Bus. Mgr. | |
| Event | Invite all members of the 'NEW' Safeguarding Arrangements to an event where the new arrangements will be presented, and they have an opportunity to ask questions about the changes | Room at Tickfields (1/2 day0 (£150) | Safeguarding Southend Bus. Mgr. | |
| Website (s) <ul style="list-style-type: none"> • Southend On Sea • Safeguarding | <ol style="list-style-type: none"> 1. Include article informing reader of changes 2. Include copy of new arrangements 3. Use website update links to inform users that have requested updates | Media Team SBC and Safeguarding Southend Bus. Mgr. | S'end media team and Safeguarding Southend Bus. Mgr. | |
| Newsletters | <ol style="list-style-type: none"> 1. Produce article that can be used by partners and stakeholders can use to inform the reader of; <ol style="list-style-type: none"> a. the changes if Southend Safeguarding Arrangements, and, b. other safeguarding related changes that come from the Working Together 2018 document. | Safeguarding Southend Bus. Mgr. | Safeguarding Southend Bus. Mgr. | |

Appendix 1

| | | | | |
|---------------|---|--|---------------------------------|--|
| Press Release | Write press release that can be provided to all stakeholders press department, that includes: a. the changes if Southend Safeguarding Arrangements, and, b. other safeguarding related changes that come from the Working Together 2018 document. | SBC Media Team and Safeguarding Southend Bus. Mgr. | Safeguarding Southend Bus. Mgr. | |
|---------------|---|--|---------------------------------|--|

Appendix A – Safeguarding Southend – Structure Chart





Safeguarding Southend

Working Together 2018

Safeguarding Southend

Partnership Agreement

June 2019



Partnerships Agreement

This Partnership Agreement is the written agreement between Southend Borough Council (SBC), Essex Police (Police) and Southend Clinical Commissioning group (SCCG), who join as partners to make such arrangements to manage safeguarding Children in the area.

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| Signatures | 4 |

Partners

- 1.1. Southend Borough Council, Civic Centre, Victoria Ave, Southend-on-Sea SS2 6ER
- 1.2. Essex Police, Headquarters, Springfield, Chelmsford, CM2 6DA
- 1.3. Southend Clinical Commissioning Group, Southend-on-Sea Borough Council Victoria Avenue Southend-on-Sea SS2 6ER.

Geographic Area of Partnership

- 1.4. The Partnership will be in place within the curtilage of Southend Borough Council.

The Roles of Partners

- 1.1. Provide strategic leadership, direction and governance for the delivery of safeguarding arrangements in Southend through equal and joint responsibility
- 1.2. Ensuring the safeguarding arrangements are working effectively and are compliant with the requirements of Working Together (2018)
- 1.3. Setting the strategic priorities for the partnership
- 1.4. Supporting and engaging with relevant agencies through the Partnership Group
- 1.5. Ensuring that local and national learning is implemented
- 1.6. Maintaining a risk log that identifies strategic risk to the safeguarding of children in the area and the operation of the safeguarding arrangements
- 1.7. Linking with other strategic boards; including Health and Wellbeing Boards, Adult Safeguarding Boards, Community Safety Partnerships, Channel Panels, Improvement Boards, the Local Family Justice Board and MAPPA
- 1.8. Ensure effective scrutiny arrangements are in place across the partnership
- 1.9. Produce and publish an annual report on behalf of the partnership

Contributions

- 1.1. The level of funding provided by each Partner to deliver the work of the Safeguarding Southend Partnership will be agreed three months before the end of the financial year.

Reporting and Published Arrangements

- 1.1. Vision and Values
- 1.2. Safeguarding partners
- 1.3. Geographical area
- 1.4. Relevant agencies
- 1.5. Southend Safeguarding Partnership Structure
- 1.6. Strategic Leadership Group (SLG)
- 1.7. Southend Children Safeguarding Partnership (SCSP)(' the partnership')
- 1.8. Southend Safeguarding Partnership Learning and Improvement Framework
- 1.9. Learning and Development
- 1.10. Audit Quality Assurance and Performance
- 1.11. Child Safeguarding Practice Review Group
- 1.12. Threshold Document
- 1.13. Voice of children and families
- 1.14. Independent Scrutiny
- 1.15. Dispute resolution and escalation process
- 1.16. Schools, educational establishments and early year's setting
- 1.17. Funding
- 1.18. Business Support
- 1.19. Partnership Annual Report and External Reporting Mechanisms
- 1.20. Child Safeguarding Practice Reviews
- 1.21. Review of the safeguarding arrangements
- 1.22. Southend Essex Thurrock (SET) Working across Essex
- 1.23. Strategic Relationships
- 1.24. Business Planning Process

Date

- 1.2. This Partnership will run from ### September 2019.

Termination/Breach Provisions

- 1.3. The Partnership will run continuously until (any partner terminates the agreement / Central Government Guidance / Legislation changes)

Signatures

.....

Southend Borough Council: Chief Executive

.....

Essex Police: Chief Police Officer

.....

Southend Clinical Commissioning Group: Accountable Officer



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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Deputy Chief Executive (People)

to

Cabinet

on

Tuesday 25th June 2019

Report prepared by: Nicola O’Keeffe, Project and Policy
Officer

Allocations Policy Review 2019

Policy and Resources Scrutiny – Cabinet Member: Councillor Ian Gilbert
A Part 1 Public Agenda item

1. Purpose of Report

- 1.1 To inform Cabinet about the Council’s Social Housing Allocations Policy review and proposed policy positions.
- 1.2 To seek Councillor views on item 3.6, appendix 1.

2. Recommendations

- 2.1 That agreement is given to consult upon the proposed policy changes (as outlined in appendix 1).
- 2.2 That Cabinet agrees that, following consultation, any minor changes to the draft policy can be made under delegated authority to the Deputy Chief Executive (People), and the Director for Housing in consultation with the portfolio holder for housing, but that any major proposed changes be returned to Cabinet for decision.

3. Background

- 3.1 Under Part VI of the Housing Act 1996 (as amended and extended by the Homelessness Act 2002 and Localism Act 2011, hereafter referred to as “The Act”) all Local Authorities must have an allocations scheme for determining the priorities between applicants and the procedure that must be followed when allocating social housing. Southend-on-Sea Borough Council’s Allocations Policy was last reviewed in 2013/14 and Council’s adopted *Housing, Homelessness and Rough Sleeper Strategy 2018 - 2028* identifies a need to review our Allocations Policy during 2019.
- 3.2 As set out in Southend Council’s *Housing, Homelessness and Rough Sleeping Strategy* it was agreed a new evidenced-based Social Housing Allocations

Policy is required. In order that this is informed by full and meaningful consultation a two stage consultation process has begun:

- Phase 1: a first phase of engagement has been underway since February 2019 with a focus on capturing broad views and comments around key aspects of policy/procedure, combined with legislation, data and equality analysis, in order to develop draft policy positions;
- Phase 2: following June Cabinet, a second phase of consultation is proposed. This will focus on new draft policy, highlighting key proposed changes. Responses to the consultation will lead to one of two outcomes:
 - If major changes are required to the policy, return to Cabinet in the September 2019 for further consideration;
 - If no, or only minor amendments are required to the draft policy document, the policy will be adopted under delegated authority given to the Deputy Chief Executive (People) and the Director for Housing, in consultation with the portfolio holder for housing. If this instance arises, a special meeting of the Housing and Homelessness Working Party will be called to present and discuss the policy/minor amendments.

Progress to date

- 3.3 A consultation e-survey (with the option to complete by phone/paper) ran from the 12th– 25th March 2019. Over 500 people participated in the survey, including staff from across the council, South Essex Homes and Housing Associations, officers from partner organisations, tenants, current housing applicants and those who have applied for social housing at some point in the past.
- 3.4 In addition to the wide ranging survey, the views/experiences of guests at the Church Winter Night Shelter were captured; targeted phone calls were conducted with disabled housing applicants, people who have been housed through our Allocations Policy and applicants who are currently on the housing register in priority bands, but do not currently log on to 'bid' (register an interest) in properties; and, lettings and housing register data were analysed to help inform policy proposals and will continue to help inform the implementation process.

Policy proposals.

- 3.5 The Act gives Local Authorities the power, within certain restrictions, to choose which groups do or do not qualify for inclusion within their Allocations Scheme; however "reasonable preference" must be afforded to the following categories of person:
- Those who are homeless within the meaning of Part VII of the Act (including intentional and non-priority need);
 - Those being assisted under a housing duty;
 - Those occupying overcrowded or insanitary conditions;
 - Those who need to move on medical or welfare grounds (including relating to a disability);
 - Those who need to move to a particular locality where failure to do so would cause harm.

- 3.6 All proposed policy amendments continue to permit the above groups to qualify for inclusion on our housing register. Additional groups that currently qualify for inclusion on our register will continue to do so, that is; social tenants with spare rooms in their properties that are willing to downsize, care leavers who are ready to live independently and those who are ready to move on from council funded supported housing. In addition, the proposed new policy would also introduce the ability for the following groups to qualify:
- Those subject to an SBC approved regeneration scheme who wish to permanently vacate the site and have been served notice of demolition within 12 – 18 months. (ss.2.19-2.23, appendix 1)
 - Low income households, spending over a third of their income on rent (ss.2.27-2.29, appendix 1)
 - Homeless households being assisted under statutory homeless prevention and relief duties (ss.2.11-2.12, appendix 1)
 - Homeless households who accept a suitable offer of private rented accommodation whilst we are assisting them under our new Statutory homeless prevention, or relief duties (to encourage early engagement and free up temporary accommodation/avoid B&B usage) (ss.2.13, appendix 1)
 - Former care leavers under the age of 25, without a housing need, to whom the council has acted as the 'corporate parent'.(ss. 2.24-2.26, appendix 1)
- 3.7 Those who qualify for inclusion on the housing register are given a banding (A – D) and 'effective date' (length of time in band) to determine the level of priority that should be afforded to their application. We also currently have an emergency band for rare/exceptional cases where a household needs accommodating immediately, and 'low band' where those with low level arrears are positioned but not able to place 'bids' for social housing. We will continue to operate an 'emergency' band, but as per ss. 2.3 – 2.5, of appendix 1, propose removing Low band.
- 3.8 Section 2 of the Appendix sets out how each housing needs group would be banded under the new policy. Key changes here include the removal of band B priority for medical/welfare and disrepair (ss.2.6-2.10), downgrading the priority for those with a need to move to a particular area to band C, and enabling single homeless people found to have no 'priority need' for housing to be placed in band B, rather than band C (ss. 2.14).
- 3.9 As at present, those with no local connection would be placed into band D and therefore stand little prospect of ever being accommodated in social housing. Section 3 of the appendix sets out stricter local connection criteria being proposed in ordinary circumstances, but with a new/more flexible approach to rough sleeping/single homelessness. Councillors are advised to specifically consider and give views on s.3.6 of the appendix which questions how long a rough sleeper should have needed to have engaged meaningfully with council commissioned support services before we deem them to qualify for a local connection within our Allocations Policy.
- 3.10 All social housing is currently allocated via a 'Choice' based lettings (CBL) scheme, where void properties are advertised, and applicants 'bid' (register their interest) in the properties they would like to be considered for. CBL aims to increase transparency over the supply of social housing and minimise void

times (as applicants will only bid for properties they would genuinely consider living in).

- 3.11 Three quarters of housing applicants participating in the survey supported retaining a choice based lettings approach, therefore we will be retaining this, with some tweaks: We propose enabling disabled applicants to have equal opportunity to participate in the bidding process (see s.1 , appendix 1), and provide better information/advice to applicants (s.4, appendix 1).

4. Other options

- 4.1 As stated above it is a requirement that the Council has an up to date allocations policy and agreement was reached in adopting the Housing, Homelessness and Rough Sleeping Strategy that this review should be undertaken during 2019. It is possible that decisions on the policy are deferred until the September Cabinet but, should this be the case it is recommended that consultation still go ahead on a draft policy document over the Summer of 2019, to enable the policy implementation and re-design of software to commence as soon as possible.

5. Reasons for Recommendations

- 5.1 The proposed changes are based on targeted engagement, data insights, legislative requirements and strategic objectives outlined through Southend 2050 and the Housing, homelessness and Rough Sleeper Strategy, and are believed to represent an inclusive and balanced proposal for an updated and amended allocations policy. It is therefore recommended that the proposals are suitable to allow for further consultation on the draft policy and to allow further consideration of the implications of these changes and preparation for their implementation in order that this is swift and effective.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map
The Allocations Policy review supports a range of Southend 2050 outcomes, including the Safe & Well outcomes that “we are well on our way to ensuring everyone has a home that meets their needs” and are “effective at improving the quality of life for some of the most vulnerable in our community”, and Opportunity & Prosperity outcomes of “key regeneration schemes, such as Queensway...are underway” and our “children are school and life ready”.
- 6.2 Financial Implications
The implementation of the Allocations Policy will require additional resource in respect of software changes that will be required, including commissioning changes from our supplier, IT expertise on the project team, and potentially temporary business support to assist with testing the new software/data entry and re-assessment of all existing applications against the new policy.

These additional one-off costs will be absorbed within the Housing Needs budget in the first instance. Should more resource be required, it will be met from the temporary additional resource made available through the 2019/20 budget for the implementation of the *Housing, Homelessness and Rough Sleeping Strategy*. Detailed costs are yet to be understood and this will form part of the next phase of the project and will be undertaken alongside finance colleagues.

Additionally, as part of the implementation project we will explore whether additional Occupational Therapy resource is required to deliver on the project aims and if so this will need to be met within the existing budget of the relevant service areas.

6.3 Legal Implications

Under the Housing Act 1996 (as amended and extended by the Localism Act 2011, Homelessness Act 2002), all local authorities are required to have an allocations scheme setting out the policy and procedure that will be followed in allocating social housing. The policy must have regard to the adopted Tenancy and Homelessness Strategies. The council's current Allocations Policy does not reflect our new duties under the Homelessness Reduction Act 2017 therefore it is important that a revised policy is adopted. The final draft policy will be referred for a specialist legal view.

6.4 People Implications

Staff, partners and applicants will be impacted by the changes made. An equality analysis is informing the policy development process

6.5 Property Implications

The Allocation's policy will directly affect which categories of person qualify for inclusion on the housing register, and their likelihood of being housed in void and new build council and housing association stock.

6.6 Consultation

The first phase of public engagement has been undertaken, informing the recommended proposals. A second consultation phase, on the policy document itself, will follow Cabinet.

6.7 Equalities and Diversity Implications

The policy review is informing and being informed by Equality Analysis, and a key proposal is to enable disabled people to be given equal opportunity to bid for social housing.

6.8 Risk Assessment

Due to purdah, the first phase of engagement was very short (2 weeks) however through the engagement methods used, we were able to capture the views of a wide range of people in a short space of time. The timeframe for the policy development is short, considering the people impacts and the scope for challenge over the lifetime of the policy.

Failure to implement a revised policy will impact our ability to support homeless people into accommodation, and recognise new duties under the Homelessness Reduction Act 2017.

6.9 Value for Money

Changes to the Allocations Policy will result in ICT costs as our online housing register, CRM process and advertising software will need to be adapted to reflect the policy. The proposals also aim to help reduce Bed and Breakfast spend on homeless families.

6.10 Community Safety Implications

Through the review we will have the ability to increase the chances of a person who is sleeping rough to be able to access social housing.

6.11 Environmental Impact

None

7. Background Papers

None

8. Appendices

Appendix 1: Proposed Housing Allocations Policy changes

Appendix A: Proposed changes to the Housing Allocations Policy

Subject to consultation.
For discussion at Cabinet, 25th June 2019

Housing and Social Inclusion.

1. Disability

Introduce equal opportunity to bid for social housing

1.1 At present applicants living with a disability are not permitted to bid for adapted properties (instead being directly matched by a panel of council and South Essex Homes Officers). Going forward it is recommended that disabled housing applicants are given equal opportunity to participate in the Choice Based Lettings scheme; an approach supported by over three quarters of survey participants.

1.2 We will introduce bidding for disabled applicants through categorizing void stock based on its accessibility level and having the Housing and Health Occupational therapist assess which type of property the applicant /household requires, so that when these properties are advertised, only those with a need for that type of accommodation are able to bid.

1.3 If/where an applicant faces difficulty bidding we will work with them on an individual basis to find flexible and inclusive solutions that work for them.

1.4 To ensure accurate assessments of long term needs are made, and that disabled applicants are empowered with the information and advice required to not only make informed decisions when they place bids, but to also understand how to stay safe in their existing living arrangements, Occupational Therapists will collaborate more closely with the housing teams in the provision of advice and information, and the assessment of medical need/priority. Officers will work on the design of this closer collaboration as part of the policy

implementation process. As is presently the case, where possible, we will work with the applicant to make adaptations to their existing home where it is safe and possible to do so, using Disabled Facilities Grants as applicable, as this is usually the quickest way to resolving housing need and keeping people safe, well and independent.

1.5 Through the process of working with our occupational therapists and adaptations officers to categorise the types of housing our disabled applicants require, we will also develop greater insights into accessible housing need locally, to feed into wider strategic projects focussed on housing supply.

2. Proposed Bands of Priority

2.1 All qualifying housing applicants are placed into a Band of Priority, where Band A is the highest and D the lowest. The exception to this is 'Emergency' band for rare, exceptional cases where rehousing is required immediately. We will retain an emergency band.

2.2 Should a household not have one of the housing needs outlined in the propose banding tables, they would not qualify for inclusion on the housing register and thus their only way of obtaining social housing would be if they are already a social tenant and they undertake a mutual exchange. The proposed banding priority for each of the needs groups is outlined on the following pages.

Proposed Band A

(Highest priority, smallest number of households)

| Housing need | Change |
|--|---|
| <ul style="list-style-type: none"> Tenant of an approved SBC regeneration scheme, who has been served a 12-18 month demolition notice and wishes to permanently vacate the site | <p>New for main policy – see ss.2.19-2.23</p> |
| <ul style="list-style-type: none"> Suffering /needing to flee severe violence/harassment/abuse | <p>None</p> |
| <ul style="list-style-type: none"> Urgent medical/welfare need Urgent disrepair | <p>Absorbing some of current band B medical and disrepair – See ss.2.6-2.10.</p> |
| <ul style="list-style-type: none"> Lacking three bedrooms or assessed as statutorily overcrowded | <p>None</p> |
| <ul style="list-style-type: none"> Under-occupation (spare rooms) in social property/release of an adapted social property | <p>Still band A, but see ss.2.16 - 2.18 for additional incentive being proposed</p> |
| <ul style="list-style-type: none"> SBC Care leaver ready to live independently | <p>None</p> |

| | |
|---|---|
| <ul style="list-style-type: none"> Individual ready to move on from council approved (not necessarily funded) supported housing. | <p>Tweaked to include supported housing that hasn't been grant funded by SBC, but where we can reach agreement to allocate via the SBC chaired Access Panel – see s2.15</p> |
|---|---|

Removed from Band A

Multiple band B items removed as a band A item, as it will not be possible to obtain 3 or more band B items (as different Homeless duties will not apply simultaneously).

Will also no longer be possible to have band B medical or disrepair grades as these no longer exist.

Proposed Band B

| Housing Need | Change |
|--|---|
| <ul style="list-style-type: none"> Homeless Prevention duty | New – See ss.2.11-2.14 /replaces general prevention |
| <ul style="list-style-type: none"> Homeless Relief duty | New – See ss.2.11-2.14 |
| <ul style="list-style-type: none"> Main duty decision – not in priority need (i.e. usually single homeless people without dependent children) | Upgraded from band C – see s2.14 |
| <ul style="list-style-type: none"> Lacking 2 bedrooms | None |
| <ul style="list-style-type: none"> 3 or more band C items | None |

Removed from band B

Band B Medical and disrepair will be removed/no longer apply – see ss.2.6-2.10.

Needing to move to a particular area downgraded to band C (though if there is a band A medical/welfare need for the move to a specific part of the borough, will be picked up via a medical/welfare assessment).

Proposed Band C

| Housing need | Change |
|--|--|
| <ul style="list-style-type: none"> Lacking 1 bedroom | None |
| <ul style="list-style-type: none"> Need to move to a particular area | Downgraded from band B |
| <ul style="list-style-type: none"> Medical | Absorbing some of current Band B med – see ss.2.6-2.10 |
| <ul style="list-style-type: none"> Disrepair | Absorbing some of current Band B disrepair – see ss.2.6-2.10 |
| <ul style="list-style-type: none"> Previously accepted a PRS offer whilst being assisted under prevention/relief (avoid B&B, encourage engagement) | New – See s.2.13 |
| <ul style="list-style-type: none"> Low income h/hold spending over a 1/3 income on rent | New – See ss.2.27-2.29 |
| <ul style="list-style-type: none"> Young people up to the age of 25 to whom the council has acted as a corporate parent, but has no other housing need. | New – See s2.24-2.26 |

Removed from Band C

Those owed a main housing duty currently sit in band C, however under revised policy this group will not be able to bid/will be direct let – see s.2.14.

Those found intentionally homeless currently sit in band C, however they will be downgraded to band D under new policy – See s.2.14

Those who are homeless but found not to be owed a full housing duty as they do not have a ‘priority need’ are currently in band C but would be upgraded to band B under new policy – See s.2.14

| Proposed Band D | |
|---|--|
| Housing need | Change |
| <ul style="list-style-type: none"> Main duty decision – intentionally homeless | <p>Downgraded from band C- see ss.2.11-2.15 for new policy approach to homelessness, of which this is the end stage.</p> |
| <ul style="list-style-type: none"> Housing Need, but no local connection | <p>Still band D – but see s.3 for changes to local connection criteria</p> |

Removed from Band D

Remove ‘non housing need – special circumstances’ where applicants without a housing need can be placed on the register where it is demonstrated that there is a low

demand for a particular property type, as demand for housing outweighs supply.

Low Priority Band: remove

2.3 At present we have a band entitled ‘low Priority’ whereby those applicants placed in it fall within a statutory reasonable preference group but have low level behaviour issues and/or rent arrears. Applicants in ‘Low Priority’ band are unable to bid for social housing and therefore it is proposed that this band is removed. Should applicants be guilty of behaviour or arrears that are such that we would be able to evict them if they were a tenant, we will exclude them from the housing register. Those with a housing need and low level arrears that are such that we could not evict them will be given advice and guidance on how to best address these and permitted to bid for social housing.

2.4 Another group who are placed into ‘Low band’ at present are care leavers who are not yet ready to move on into independent living, however, going forward this cohort will just have their application suspended until such time they are ready to move on.

2.5 Those who refuse suitable offers of accommodation are also placed into ‘low band’, although once again, can have this addressed through suspending their application.

Medical/welfare and disrepair priority: Removal of band B priority

2.6 Currently applicants can fall into 1 of 4 categories for medical or disrepair; none, medium (band C), high (Band B) or urgent (band A). Although the first stage of consultation showed preference for retaining these categories, officers recommend clarifying the

process by reducing the number of categories to just bands A and C.

2.7 The differences between the existing categories are subjective and not well defined. As a result, a high proportion of officer and management time is currently spent responding to applicants disputing their assessed band, especially if/when placed in band C, as the majority of applicants are. It is recommended that this time could be better utilised through the provision of advice & information regarding alternative housing options.

2.8 There are currently 163 applicants with medical need to move (of which 82% are in band C) and just 2 with disrepair priority (split between Band B & Band C). The small number of households requiring priority on the grounds of disrepair reflects that, wherever possible, our Private Sector Officers intervene to resolve disrepair/property condition issues, negating the need for a tenant to move.

2.9 The removal of band B medical/welfare and disrepair priority would impact around 30 housing applicants who are currently in band B, as we would re-assess their applications to assign them a higher, or lower band. We will develop clearer criteria, including examples for the circumstances where priority on medical/welfare or disrepair grounds will be awarded, and where the applicant is living with a disability, occupational therapists will make recommendations to the housing officers on whether to award medical priority to the application on the grounds of the current properties suitability, and if so, the level of priority to award.

2.10 In addition to the above, we need to create some additional space in band B to place those we are now supporting under our new homeless prevention and relief duties that were introduced by the Homelessness Reduction Act 2017.

Homelessness – new process

2.11 The Homelessness Reduction Act 2017 introduced new statutory ‘prevention’ and ‘relief’ duties, where the council will put personalised housing plans in place for anyone who is homeless or at risk of homelessness, and has a duty to help to secure accommodation for such households/individuals. However, these duties are not acknowledged within our (2014) Allocations Policy and advisors from the Ministry of Housing, Communities and Local Government have recommended that this is addressed.

2.12 We propose placing those being assisted under statutory homelessness prevention or relief duties in Band B. Whilst being assisted under homeless prevention or relief duties, we will work with the individual to explore all their housing options, including (in the case of prevention), staying where they are where it is safe and feasible to do so, or moving into the private rented sector.

2.13 At present the council are spending significant amounts of money accommodating homeless households in bed and breakfast accommodation due to council owned temporary accommodation being full. Under the revised Allocations Policy, **we aim to incentivise homeless households in temporary accommodation to actively look for private rented accommodation, by enabling them to remain on the**

housing register in band C if they accept a suitable private rented sector offer. Should they later be successful in applying for social housing, we will aim to work with the landlord to recycle the property for a newly arising homeless household. This approach works well for colleagues at the London Borough of Camden, who find that households often settle once moved. We also see it as better value for money and 2050 outcomes to have households waiting for social housing whilst in suitable, private sector housing than in expensive bed and breakfast or temporary accommodation.

2.14 Should a household remain homeless after the prevention and relief duties have expired, a main housing/homelessness application will be taken, in accordance with Part 7 of the Housing Act 1996 (as amended):

- If a full housing duty is accepted/owed (the applicant is found to be unintentionally homeless and in priority need, and thus we will be needing to temporarily accommodate them until they are housed), we will remove their ability to bid for social housing/choice and make just one suitable offer of accommodation, in the private or social sector, when it becomes available. If they accept a private rented offer at this stage, they will not be able to remain on the housing register.
- If the applicant is found intentionally homeless, they will be placed into band D on the housing register, which recognises that they fall into a statutory reasonable preference group because they are homeless, but means that their chances of obtaining social housing are extremely slim.

- If an applicant is found not to be in 'priority need', and therefore there is no interim duty to accommodate, as is the case with many single homeless people, they will retain choice and remain in band B. At present single homeless households found not to be in priority need are placed in band C.

It is hoped the above approach will encourage people to engage fully with the council during the homeless prevention and relief stages of our duties, where more options will remain available to them.

However, the success of this approach does rely on being able to source private accommodation let at Local Housing Allowance (LHA) rates.

2.15 Where a homeless individual is placed into supported accommodation, they will no longer be deemed as homeless. Where we have confirmation from the provider that the individual is ready to move on from [Supported housing](#), we will award them Band A, so long as the SBC Director for Housing and equivalent from the supported housing provider has approved that the supported housing scheme can be let via the SBC chaired supported housing access panel. At present SBC only award band A 'move on' priority to those leaving supported housing where the council has commissioned the support, however, there is additional supported housing in the borough which is funded not by SBC grants, and we could be making better use of these assets to address local need. These services charge high rents and claim enhanced rates of housing benefit in order to fund the higher level of management required. Consultation has indicated that providers would

be willing to open these schemes up to the access panel in exchange for Band A for people moving on from the schemes. This will increase the flow through supported housing, which has often experienced bottlenecks with people struggling to move on due to affordability pressures, leading to people in need of support unable to access it, and those ready to move on with their lives unable to do so.

Under occupation/spare rooms: additional priority for new build properties

2.16 We currently enable those with spare rooms in their social housing to go on the housing register, in Band A, and will continue to do so, to prevent people from falling into arrears as a result of the 'bedroom tax', and to free up/make best use of family sized social housing. However, as a further incentive to downsize, we propose that under the new policy, those with spare rooms in their social homes be given priority for new build council housing, where it meets their bedroom needs. 67% of survey respondents agree with this proposed approach. We will place a marker on the new build property to ensure priority is given to this cohort when they bid, and make better use of technology to notify applicants by email/text when a new build property is going to be advertised.

2.17 We consulted with applicants on whether we should award priority to those who are downsizing by just one bedroom but would still be under-occupied, however as they would still be subject to the bedroom tax (if under pensionable age) and as consultees with lived experience of overcrowding objected to this

proposal we will not be adopting this within the new policy.

2.18 There are currently 96 households on the housing register with spare rooms in their social housing. Going forward we will work strategically to target needs groups such as this.

Regeneration: priority to those who wish to permanently vacate the regeneration scheme

2.19 Better Queensway tenants have been promised (via Newsletter) that they will be offered a replacement home within the regenerated scheme, if they want one and that if they choose to move out of the regeneration area, that we will work with the tenant to find alternative suitable accommodation within the borough.

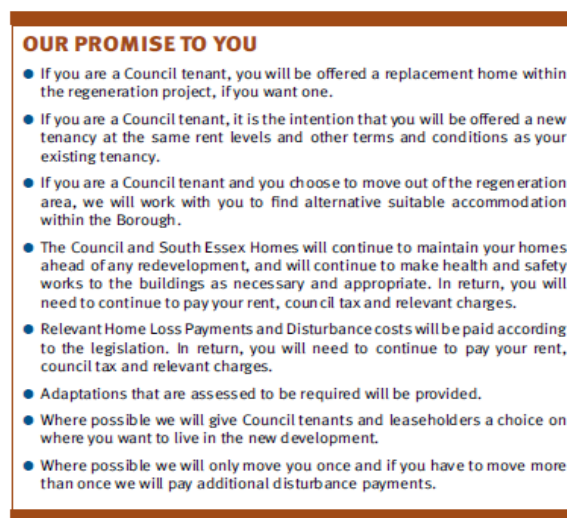


Figure 1: Excerpt from newsletter to Better Queensway residents

2.20 To support the promises made to tenants who wish to permanently vacate, we propose to award Better Queensway tenants Band A on the Housing Register at the point of them being served notice of demolition within 12 – 18 months, and backdate their effective date

(length of time in band) to their tenancy start date, so as to ensure that they stand a realistic prospect of being successful in their bids as early as possible. Tenants who wish to permanently move will rescind their right to return.

2.21 The policy will make reference to SBC regeneration schemes, but through a glossary approach, will stipulate that at present this applies only to Queensway tenants, to enable the potential to apply regeneration priority to future schemes if/where required.

2.22 Noting that Better Queensway is a new and developing project, with needs analyses of tenants ongoing within the developing Better Queensway project, there may be a need to amend the above approach to support the Queensway project. Should further changes to the Allocations Policy be required to support the Queensway project, the Director with responsibility for Housing will return to Cabinet with proposed amendments before any changes to the policy will be made, to ensure Councilor approval.

2.23 A local lettings policy relating to Queensway was previously in place. The above approach would replace any separate policy, making our approach to stock allocation as clear and transparent as possible.

Former care leavers aged under 25

2.24 SBC currently award Band A priority to SBC care leavers who are ready to move on and live independently, and we recommend continuing with this approach, whilst offering care leavers the option of private rented housing should they prefer this.

2.25 In addition to those moving on from care, it is also proposed that we permit an additional group to our housing register who do not presently qualify: under 25's to whom the council is the 'corporate parent'. Whilst there is no statutory duty to include this group on the housing register, we propose to voluntarily permit young adults under the age of 25 and who have a history of care onto the housing register, placing them in Band C. This proposed new approach recognises the ethos of the corporate parent, and seeks to address the evidence that those with a history of care are more likely to encounter homelessness and that provision of social housing can bring benefits to this cohort's wellbeing.

2.26 This proposal arose out of discussions between the Housing Department and Children's Services during the consultation period.

Low income households struggling to afford their rent

2.27 At present low income households struggling to pay their rent do not qualify for inclusion on our housing register, unless they have another policy defined housing need, as they do not fall within a statutory 'reasonable preference' group. This creates inequity between households which lack bedrooms (and therefore fall into a statutory reasonable preference group/qualify for the housing register) and households with the same income/household size that choose to move to an adequately sized property and find themselves in financial hardship as a result (but would not currently qualify for the housing register). It also means we may miss out on opportunities to undertake some primary

homeless prevention work/advice and prevent food or fuel poverty. **We therefore propose to permit low income households spending over a third of their income on rent to join the register, in band C.**

2.28 Over three quarters of consultees agreed that we should permit low income households spending over a third of their income on rent onto our housing register and 67% of housing applicants participating in the survey supported this.

2.29 Should this proposal be supported we will work to clarify the definition of a low income household, for the purposes of entry onto the housing register if they are spending over a third of that income on rent. **It is suggested that lower quartile incomes for the borough are used as the definition of a 'low income'** and that the dataset used to determine and regularly update this be determined over the 2nd phase consultation process, potentially making use of CACI 'Paycheck' income data, as was used in the South Essex Strategic Housing Market Assessment (SHMA) when assessing the long term need for affordable housing. This approach also links with additional work being undertaken to create a local definition of affordable housing, and a recent Bill introduced by Labour MP Helen Hayes, with cross party MP support and support from Shelter and the Town and Country Planning Association to define affordable housing as costing 'no more than 35% of net

household income for lowest quartile income groups in each local authority area'.¹

3. Local Connection

3.1 Those with a local connection receive priority over those who do not. Those that fall into a statutory reasonable preference group, but have no local connection are placed in Band D

3.2 Those who live out of borough, but volunteer in the borough will no longer be considered to have a local connection to Southend on Sea.

3.3 Those who live out of borough, but work in the borough will be expected to have worked here for at least 3 out of the last 5 years before we will consider them to have a local connection. This is an increase from present criteria, which enables an applicant from another local authority area to have worked here for just 1 year in order to accrue a local connection. The exception to this will be where the applicant has a statutory 'Right to Move' as they are a social tenant from another LA who has been offered employment within the borough and a failure to move would cause hardship.

3.4 We will retain residency connection, whereby those who have resided in the borough for 3 of the last 5 years will accrue a local connection.

3.5 At present, to accrue a local connection on grounds of residency, the previous addresses must have been 'settled', however, owing to

¹

<https://www.politicshome.com/news/uk/economy/construction-industry/opinion/house-commons/102122/helen-hayes-mp-our-planning>

local single homelessness needs, we propose that where a homeless individual is engaging with SBC commissioned services or residing in SBC approved supported housing, we will permit a local connection to be awarded if we have written evidence that the individual has been engaging with the provider for a set amount of time.

3.6 A key additional consideration is how long a single homeless person should have had to have resided in the area before they can qualify for a local connection; one option is to mirror residency connection, that is, 3 of the last 5 years. However, in recognition that street homelessness is an issue within our borough, consideration is needed as to whether, due to other public service investments, such as SBC commissioned drug and alcohol treatment, mental health support and community safety initiatives, a shorter time scale is required for rough sleepers, so that the impact of these other services can be maximised/ people able to move off the streets and on with their lives more rapidly. If this latter option is adopted, Officers would recommend that rough sleepers/single homeless should be required to demonstrate a minimum of 6 months meaningful, documented service engagement, to accrue a local connection on our policy.

3.7 All other forms of local connection will remain, due to them being prescribed by legislative requirements i.e. armed forces personnel who may find it difficult to establish a connection to a particular LA area due to a requirement for movement within service. 2.28

4. Advice and Information

4.1 Whilst three quarters of housing applicants participating in the survey supported retaining a choice based lettings approach, feedback indicated that applicants would like more engagement as many reported feeling detached from the process. We therefore propose shifting the housing application process from a largely administrative procedure, to being a trigger for a conversation and practical advice on the individual's options to resolving their housing needs, which may include remaining where they are with the use of aids and adaptations or additional support, mutual exchange, private sector housing, looking out of area etc.

4.2 To manage the change towards an advice approach we would expand a needs group at a time, and make better use of technology to assist us in the provision of information.

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to

Cabinet

on

25th June 2019

Report prepared by: Krishna Ramkhelawon, Interim
Director of Public Health

**The 2018-19 Annual Report of the Director of Public Health
People Scrutiny Committee
Cabinet Member: Councillor Trevor Harp**

A Part 1 Public Agenda Item

1. Purpose of Report

1.1 To present the 2018-19 Annual Report of the Director of Public Health.

2. Recommendation

2.1 That Cabinet considers and notes the content and recommendations of the 2018-19 Annual Report of the Director of Public Health.

3.0 Background

3.1 The Health and Social Care Act 2012 requires the Director of Public Health to prepare an annual report on the health of the local population. This is an independent report which the local authority is required to publish. The report is an opportunity to focus attention on particular issues that impact on the health and wellbeing of the local population, highlight any concerns and make recommendations for further action.

4.0 The 2018-19 Annual Report of the Director of Public Health

4.1 The Report this year provides an update on last year's report (2017 Annual Public Health Report) and covers the following themes:

- ✓ Description of the current health and wellbeing status in Southend-on-Sea;
- ✓ Healthy Lives – Focus on cardiovascular conditions and diabetes;
- ✓ Community Safety – Focus on disrupting drug-associated criminal behaviours and protecting our young residents, and re-focusing our efforts on reducing teenage conceptions;

- ✓ Infrastructure planning – Focus on developing a new Local Plan and maximising the health and wellbeing impact now and in supporting our Southend 2050 ambition.

- 4.2 In 2017-18, we highlighted that there are strong links between unemployment and poorer physical and mental health and mortality, with re-employment generally leading to improved health. It is recognised that poor quality, insecure, and low-paid work can be as harmful to health as unemployment, and both can lead to health inequalities. We have furthered our reach into the business community, through the Public Health Responsibility Deal, increased our engagement with the school community and agreed a renewed approach with the Department for Works and Pensions to signpost those claimants who can benefit from our programme.
- 4.3 The Southend 2050 Ambition and the NHS Long Term Plan collectively set out the key things we can expect to work as partners to turn the ambitions into improvements in services and build community resilience.
- 4.4 A number of key health and wellbeing measures for Southend compare favourably or are similar to the national average, namely obesity, some sexual health conditions, including new diagnosis and our educational achievements. However, many of the measures, including all our mental health and wellbeing indicators, are comparably worse and will require much more collective endeavours from local partnerships to yield better outcomes for Southenders.
- 4.5 Working with the NHS and other partners, we will refocus our collaboration to improve the local identification and management of cardiovascular conditions and diabetes as well as the uptake of the flu jab. These are also key priorities for the local STP and their Primary Care Networks. A new Wellbeing Service is being launched in June 2019, modelled with partners, to deliver a new approach and promote better resilience through the development of community-led initiatives.
- 4.6 Southend has a number of highly disadvantaged communities and 42% of children aged 5-15 years, rising to 1 in 2 for those aged 4 years and under, live in these communities. There is well-documented evidence of the poor health and wellbeing outcomes for young people in these communities. These are further compounded by the criminal psycho-social exploitation of children as a result of the County Line drug culture across the Southeast Essex-London corridor. We will build on the Greater Essex work already gaining momentum, to disrupt the drug market, provide new opportunities for our young residents and keep them safe. We will also undertake a deep-dive to further understand why we continue to experience higher teenage conception rates and plan our interventions working with the local communities and partners.
- 4.7 There is growing evidence of the links between good spatial planning, design principles and the health impacts. The development of a new Local Plan is a real opportunity for public health and planning to work together to shape the natural and built environment, reimagining our high streets and the town centre, which can all contribute to positive health outcomes. Wide engagement with our neighbouring councils will have a positive gain for infrastructure development, digital advancement, improved transportation (including more on active travel),

reduced air pollution and provide a wider spectrum of safe and affordable housing.

4.8 The nine key recommendations for the Cabinet to note are:

4.8.1 Reducing the impact of cardiovascular conditions and diabetes and improving related prevention work:

R1.1 Develop an agreed locality approach to improve earlier identification of Stroke and Diabetes, ensuring reduced variability in access to primary care services;

R1.2 Improve the management of patients at risk of stroke and those afflicted with diabetes, including the use of digital technology as appropriate, and delivery of the Diabetes Strategy;

R1.3 Increase referral to the new Wellbeing Service to reduce and/or better manage lifestyle risk factors and implement the Harm Reduction Strategy as a key enabler.

4.8.2 Improving community safety and building resilience, with a particular focus on our children and young people:

R2.1 Develop a programme of work that will provide for, and link into, a range diversionary activities and avenues for vocational development. This will include local apprenticeships to make young people safer, provide skill development and job opportunities and to have a healthier outlook on their lives;

R2.2 Build on the work already in progress across Greater Essex and regionally, to reinvigorate the local partnerships (Community Safety and Violence and Vulnerability groups) to disrupt the local drug market and to eliminate the criminal exploitation of young people and vulnerable adults in our communities;

R2.3 Undertake a deep-dive on local teenage conceptions to understand local determinants and triggers, including the link with child sexual exploitation, local opportunities for young people to promote a delaying approach to parenthood.

4.8.3 Ensuring that spatial planning incorporates health and wellbeing impacts, and delivers what residents will need to promote their health and wellbeing:

R3.1 Adopt new evidence on spatial planning, including the adoption of the PHE/Sports England's Active Design principles, making it a requirement on developers to undertake a Health Impact Assessment where most relevant and review the barriers inhibiting local access to our physical assets;

R3.2 Our housing renewal policy must take into consideration the need for more affordable housing which espouses a mix of social housing, adaptable homes which will ensure that the adverse health effects are mitigated, promote local ownership and more affordable rent, and support the drive to increase prosperity;

R3.3 Accelerate our local undertakings in improving local transportation to further reduce the risk of pollution and traffic congestion, and promote active travel.

5.0 Other Options

There are no other options presented as it is a statutory duty of the Director of Public Health to prepare an Annual Public Health Report.

6.0 Reason for Recommendations

6.1 The Health and Social Care Act 2012 requires Directors of Public Health to prepare an annual report on the health of the local population.

7.0 Corporate Implications

7.1 Contribution to Council's Southend 2050 Ambition and Priorities, including the STP shared priorities.

The Council has a statutory duty to protect the health of the local population. The 2018-19 Annual Public Health Report highlights the key issues for people in Southend, actions being taken to address them and key recommendations to be delivered by local partners.

7.2 Financial Implications

At this stage any financial implications arising from this report are unquantified and, as further work is undertaken, any resource implications will be identified and dealt with, primarily through the Public Health Grant, and other existing budgets as necessary.

7.3 Legal Implications

There are no legal implications arising directly from this report.

7.4 People Implications

There are Directorate performance indicators relating to the Public Health Responsibility Deal as well as national benchmarking information, showing how we compare against statistical neighbours, the region and nationally.

7.5 Property Implications

None.

7.6 Consultation

There will not be any formal consultation on the Annual Public Health Report, although it will go through the relevant governance route within the Council as well as to the Southend Health & Wellbeing Board.

7.7 Equalities and Diversity Implications

The Annual Public Health Report provides evidence that population health needs are assessed and considered.

7.8 Risk Assessment

A risk assessment will be undertaken of individual initiatives introduced to tackle the key issues highlighted in the report.

7.9 Value for Money

No implications.

7.10 Environmental Impact

None.

8.0 Background Documents

8.1 Background documents are referenced throughout the Annual Public Health Report, with direct web-links.

9.0 Appendices

9.1 The 2018-19 Annual Report of the Director of Public Health for Southend.

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Director of Public Health Annual Report 2018-19



Director of Public Health

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Glossary

| | |
|-----------------------|--|
| ABS | A Better Start. <i>"A Better Start aims to improve the life chances of babies and very young children by delivering a significant increase in the use of preventative approaches in pregnancy and first three years of life."</i> ¹ |
| ABSS | A Better Start Southend. The ABS project running in Southend. |
| ASELA | Association of South Essex Local Authorities. |
| CE | Criminal Exploitation. |
| CSE | Child Sexual Exploitation. |
| CVD | Cardiovascular disease. |
| Early years | Educational performance figures for Early Years refer to pupils in the reception year of primary school, aged 4 to 5. |
| ESA | Employment Support Allowance |
| ForwardMotion | <i>"ForwardMotion is a new initiative to encourage people to think differently about the way they commute in and around south Essex"</i> ² |
| IMD | Index of Multiple Deprivation. A summary measure describing the deprivation experienced in an area, relative to other areas in England. |
| JTAI | Joint Targeted Area Inspection. Inspections carried out by Ofsted, the Care Quality Commission (CQC), Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) and Her Majesty's Inspectorate of Probation (HMI Probation) |
| Key stage 2 | Educational performance figures for Key Stage 2 refer to primary school year 6, pupils aged 10 to 11. |
| Key Stage 4 | Educational performance figures for Key Stage 2 refer to Secondary school year 11, pupils aged 15 to 16. |
| NCMP | National Child Measurement Programme, which measures the height and weight of children in Reception (age 4 to 5), and year 6 (aged 10 to 11). |
| NO2 | Nitrogen Dioxide, an air pollutant produced when fuel is burned |
| PHE | Public Health England. |
| PHE Fingertips | The Fingertips website presents a wide range of statistics on health and related measures. |
| PIR | Police Intelligence Reports |
| PM2.5 PM10 | Particulate Matter, PM2.5 and PM10 refer to different sizes of the particles. |
| RSE | Relationship and Sex Education. |
| SMI | Serious Mental Illness. |
| Southend 2050 | <i>"The Southend 2050 programme is not about one single publication or statement. It is a mind-set – one that looks to translate the desires of local people and stakeholders into action, something that looks to the long term, but also at the action that is needed now and in the medium-term"</i> ³ |
| STP | Sustainability and Transformation Partnership - new partnership between NHS and Local Authorities to run services in a more coordinated way, to agree system-wide priorities, and to plan collectively how to improve residents' day-to-day health. |
| SystemOne | SystemOne is used by many GP's to manage patient records. |

¹ <https://www.abetterstart.org.uk/content/about-programme>

² <https://forwardmotionsouthessex.co.uk>

³ https://www.southend.gov.uk/info/100004/about_the_council/877/southend_2050

Foreword

This is my independent annual public health report on the health and wellbeing of the population of Southend-on-Sea highlighting key issues and some areas of focus for the coming year, in supporting our Southend 2050 ambition, our collective health and wellbeing priorities and infrastructure growth.

Working with partners, a number of joint strategic needs assessments (JSNA) have been compiled over the past 15 months, including a summary JSNA in January 2019⁴, which provide a richer form of information synthesis behind this report. We have identified cardiovascular conditions and diabetes as two health areas to achieve further improvements – these are two of the four STP priorities agreed for 2019 onwards. We need to stay true to our community resilience building whilst also acknowledging the need to continue raising our children’s aspirations, improve their wellbeing and tackle some of the vulnerabilities which create further inequalities locally. As we embark on developing a new Local Plan, it is timely to consider how our ambition, drawn together from the voices of Southenders, can be better realised, striving for a highly digitally-enhanced capacity to promote growth, improve connectedness and maximise the potential for health care benefits.

Much of local engagement in developing the Southend 2050 ambition, has been inspirational and should provide us all across Southend and the wider geography, with the impetus to forge more meaningful partnerships, accelerate our collaborative undertakings to improve lives and encapsulate how to measure the impact of our endeavours. More alignment to our STP work programme is afoot to ensure we can better harness our joint efforts in delivering the same outcomes.

We have collectively established a set of 23 outcomes that we can continue to aspire in achieving for Southend. They are broad enough to enable a myriad of interventions and community-led actions to emerge and I am enthused in contemplating how some of these will be supported as we move to focus across the three themes highlighted in this report. For example, by preventing ill-health and further improving the management of people with cardiovascular diseases, we can ensure that *‘Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives’* and that *‘More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.’*

In working together with vulnerable young people, we can make sure that *‘We are all effective at protecting and improving the quality of life for the most vulnerable in our community.’* In return a safe environment for young people to grow and prosper means *‘There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea.’*

In sharing our knowledge and with real engagement with the local population in developing our Local Plan, our proposals can ensure *‘We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, green open spaces, streets, transport and recycling’* and *‘We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.’*

These are but a few examples of how we can all demonstrate our commitment to support these outcomes and that they will touch most of the borough-wide priorities regardless of boundaries. I hope this report will be a catalyst to help all agencies and residents to work together to improve the lives of our residents, support our businesses and ensure our town will continue to grow and prosper.

Mr Krishna Ramkhelawon – Interim Director of Public Health

⁴ https://www.southend.gov.uk/downloads/download/356/joint_strategic_needs_assessments

Introduction

The challenges we face in the context of austerity and wide-ranging vulnerabilities in our populace, require a wide range of strategic partnerships to proactively jointly deliver a more positive impact on health outcomes. We will aim to enhance growth and development in the borough and across South East Essex through the roles of strategic partners.

Our communities will become more resilient to the challenges if, across all sectors, we engage them in developing our approach and local solutions. Working with the NHS's STP forum, we will support local priorities such as prevention and improved management of people with pre-existing conditions.

Our Southend 2050 shared ambition will enable us to set sail to achieve significant improvement in the health and wellbeing and the local infrastructure of our beautiful coastal town.

The focus of the report this year will cover:

- Reducing the impact of cardiovascular conditions and diabetes and improving related prevention work;
- Improving community safety and building resilience, with a particular focus on our children and young people;
- Ensuring that spatial planning incorporates health and wellbeing impacts, and delivers what residents will need.

Last Year's Annual Report

Our focus from last year's report was on workplace health and supporting people to retain employment. The commitment through our Public Health Responsibility Deal (PHRD), saw great strides being made with our businesses and schools:

| New Organisations signed up to PHRD | 2017/18 | 2018/19 |
|-------------------------------------|---------|---------|
| Other Businesses | 47 | 44 |
| Micro businesses | 16 | 17 |
| Schools | 15 | 9 |
| Eateries for healthier eating award | 4 | 6 |

Some of the most popular activities included different physical recreations (most onsite to support team building opportunities), health checks and mental health awareness trainings for staff including personal resilience and dementia awareness. We also trailed the MoveOut programme devised to promote physical activity and raise awareness of the green spaces in the Borough, as adults working in retail and micro businesses would not have space in their workplaces to encourage participation. For 2019, the activities will move to more outdoor spaces and we are working with the Department for Works and Pensions to signpost those claimants who can benefit from our programme.

Southend 2050 – Shared Ambition

Our ambition was developed following extensive conversations with those who live, work, visit, do business and study in Southend-on-Sea. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality. They are grouped under five themes with key outcomes for all of us to work together to grow Southend-on-sea (see **Appendix A** for outcomes).

PRIDE & JOY

By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.

SAFE & WELL

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

ACTIVE & INVOLVED

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

OPPORTUNITY & PROSPERITY

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

CONNECTED & SMART

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

The Health of Southend's population

Population size

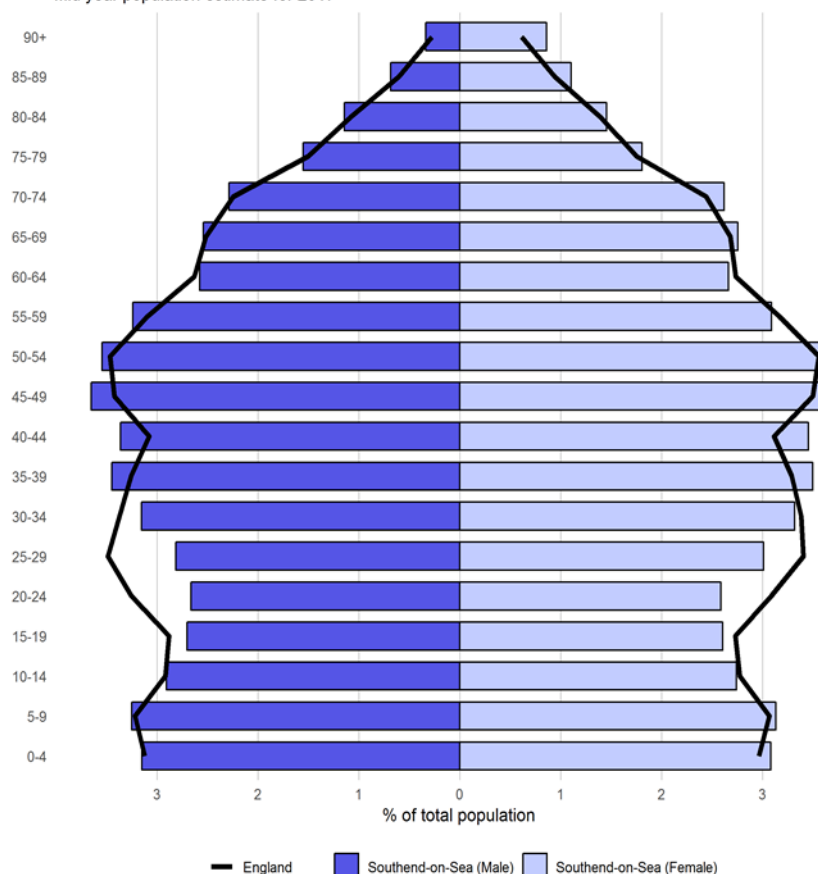
Since 2001, Southend-on-Sea's population has grown from 160,362 to 179,799. This is a growth rate of 12% which broadly matches the rate for England.

Estimates based on projections suggest that the population of Southend-on-Sea at mid-year 2018 was around 181,800.

By 2031, the projected population for Southend-on-Sea will be 202,935. This assumes a growth rate of 12.9% which is higher than the projected growth rate for England (10.1%).

The proportion of the population who are of working age is projected to decrease by 3% by 2031 while the over 65 population is projected to increase by 4%.

Age Profile, Southend-on-Sea compared to England
Mid year population estimate for 2017



Ethnicity

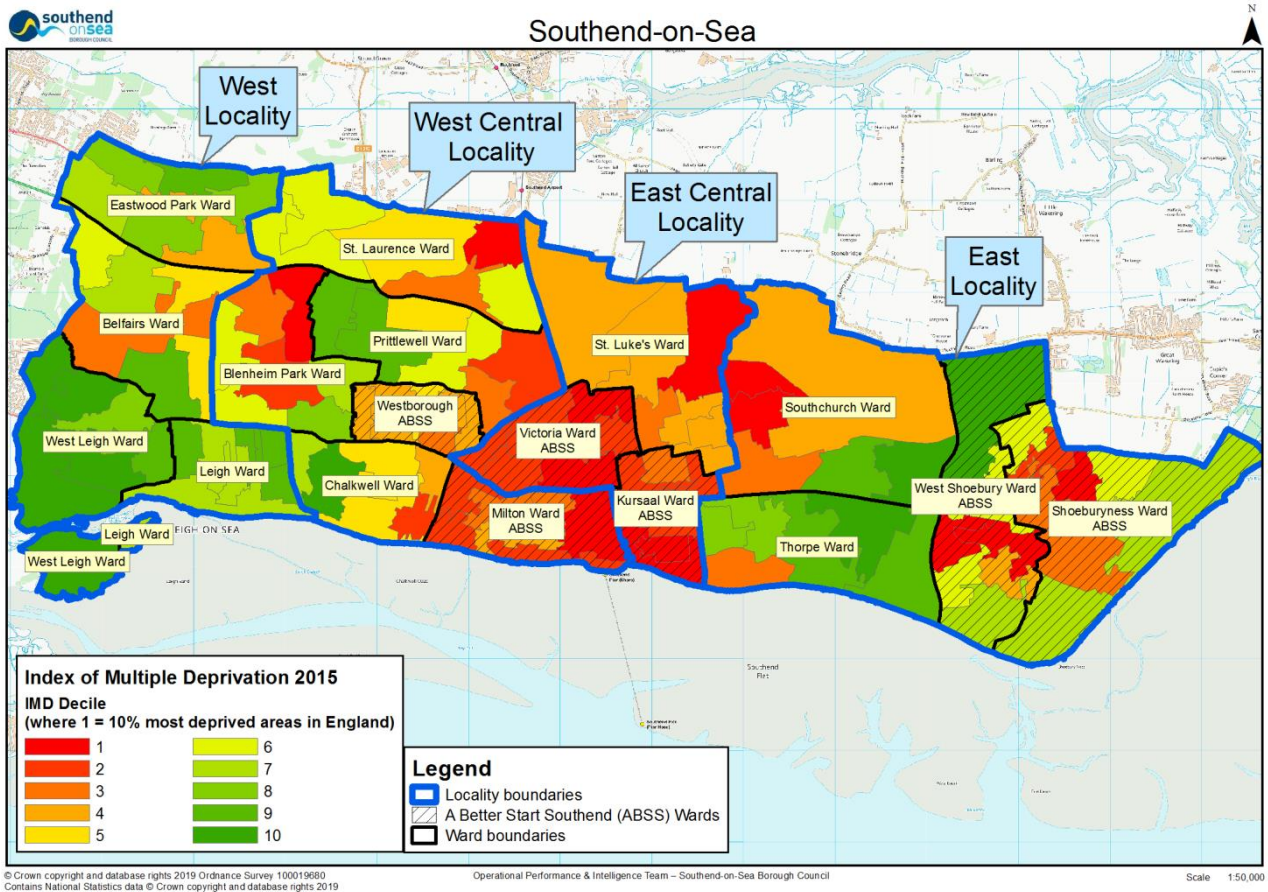
| | Southend (%) | East of England Region (%) | England (%) |
|---------------------------------------|--------------|----------------------------|-------------|
| White | 91.6% | 90.8% | 85.4% |
| Mixed/multiple ethnic groups | 2.1% | 1.9% | 2.3% |
| Asian/Asian British | 3.7% | 4.8% | 7.8% |
| Black/African/Caribbean/Black British | 2.1% | 2.0% | 3.5% |
| Other ethnic group | 0.5% | 0.5% | 1.0% |

See **Appendix B** for detailed ethnicity breakdown

Source: 2011 Census, via Nomis⁵

⁵ <https://www.nomisweb.co.uk/census/2011>

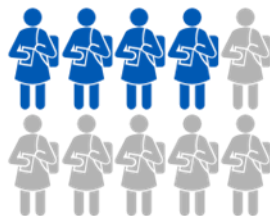
Deprivation



The Index of Multiple Deprivation (IMD) is a measure which is used to determine deprivation in every small area in England, relative to other areas in England. The map shows the deprivation deciles, areas marked in dark red are amongst the most 10% deprived small areas in England.

Many of our more disadvantaged communities are located within the **Southend ‘town centre’ wards, Blenheim Park, the Shoebury area and across Southchurch and St Luke’s wards.**

42% of children aged 5-15 live in the 30% most deprived areas in the country.



The proportion rises to 46% of children aged 0-4.



Risk Factors

Harmful substances



Southend-on-Sea is currently developing a new strategy with partners to drive and support harm reduction from tobacco use, substance abuse, alcohol consumption, and gambling.

This summary provides context for the current situation in Southend in relation to harmful behaviours.

Smoking

Impact

Between 2015-17, **962 deaths** of adults in Southend were caused by smoking, a rate of 295 per 100,000, which is **worse** than the England average (263 per 100,000)

In 2016/17 there were **2011 hospital admissions** due to smoking. This cost the NHS over **£3.1 million**

Smoking prevalence



15 year olds (2014/15)
10%, **similar** to England



Adults (2017)
18%, **worse** than England (15%)



Pregnant women smoking at time of delivery (2017/18)
11%, **similar** to England



Adults with serious mental illness (SMI) (2014/15)
45% , **worse** than England (41%).

Alcohol

1,863 adults in Southend are dependent on alcohol
1 in 4 adults in Southend drink enough alcohol every week to increase their risk of physical, mental, and social harm
1 in 6 binge drink at least once a week
7.9% of Southend's adults abstain from drinking alcohol

Impact

In 2017/18, **4,310** hospital admissions in Southend were directly or indirectly attributable to alcohol (or 2,426 per 100,000, which is **worse** than the England average of 2,224 per 100,000)

430 adult dependent drinkers are parents

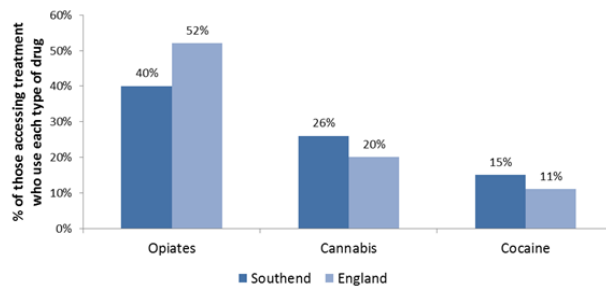


Their alcohol dependence affects approximately 800 children

Drug misuse

Drug misuse remains the third most common cause of death for those aged 15 to 49. In 2017, 3,756 deaths were registered as due to drug poisoning. Around a third of these involved alcohol.

The most commonly used drugs amongst those accessing treatment are Opiates



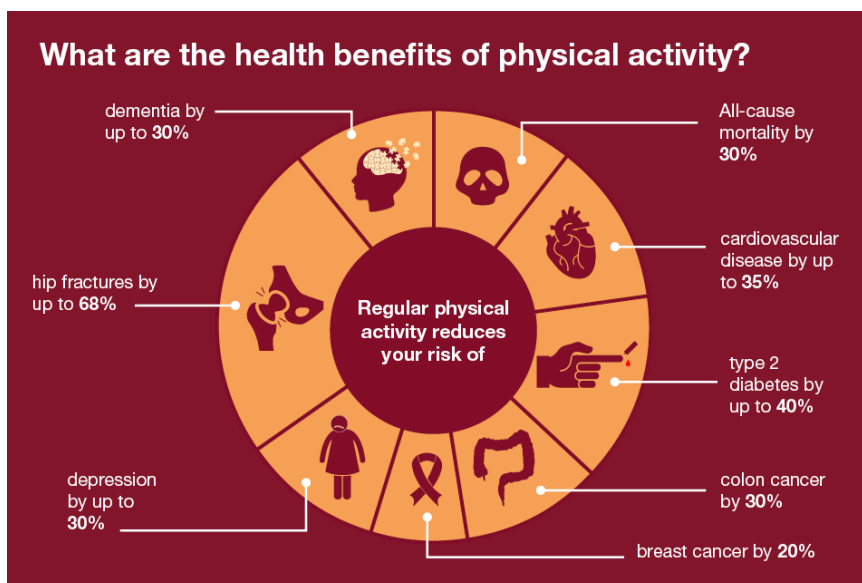
Problem gambling

On average, 6 to 10 additional people are affected by one problem gambler.



Excess weight and inactivity

Physical inactivity is putting more individuals at a greater risk of a number of diseases, including coronary heart disease, cancer, stroke, type 2 diabetes and obesity. In addition to the impact on health and wellbeing of individuals, it is estimated that every year the health related costs, associated with the low levels of physical activity in the borough, are in the region of £5 million.



Adults



Excess weight in adults (2016/17)

58.5%, similar to England (61.3%)

Children



Prevalence of Overweight (including obesity)

Reception (Age 4-5) (2017/18)

22.7%, similar to England (22.4%)

Year 6 (Age 10-11) (2017/18)

32.5%, similar to England (34.3%)

Prevalence of Obesity (including severe obesity)

Reception (Age 4-5) (2017/18)

8.6% similar to England (9.5%)

Year 6 (Age 10-11) (2017/18)

18.6%, similar to England (20.1%)



Inactivity

74% of Southend's 15 year olds had a mean daily sedentary time in the last week of over 7 hours per day, which was worse than the England average.

Source: What about YOUth survey 2014/15, via PHE Fingertips (App B: 4-2)

Sexual health

Southend-on-Sea Borough Council commissioned a comprehensive open access sexual health service including free testing and treatment of sexually transmitted infections, and free access to contraception for Southend-on-Sea residents including young people. During 2019, a new online sexual health service will be launched to further improve access to this service and reduce our infection rates.

Between April 2018 and February 2019, 19% of individuals attending the Southend-on-Sea Integrated Sexual Health Service were aged 19 and under, (**similar** to England 2017 percentage at 19.1%)

| | |
|--|--|
| Syphilis diagnostic rate / 100,000 (2017) | 6.6 Better than England |
| Gonorrhoea diagnostic rate / 100,000 (2017) | 46.5 Better than England |
| Chlamydia detection rate / 100,000 aged 15-24 (PHOF indicator 3.02) (2017) | 2269.2 Rated Amber against benchmark |
| HIV diagnosed prevalence rate / 1,000 aged 15-59 (2017) | 2.9 Rated Amber against benchmark |
| HIV late diagnosis (%) (PHOF indicator 3.04) (2015 - 17) | 58.3% Rated Red against benchmark (See Note 1) |
| New STI diagnoses (exc chlamydia aged <25) / 100,000 (2017) | 666.1 Better than England |
| HIV testing coverage, total (%) (2017) | 38.4% Worse than England |
| New HIV diagnosis rate / 100,000 aged 15+ (2017) | 9.4 Similar to England |

Note 1: There is a known issue with the calculation of this indicator for Southend

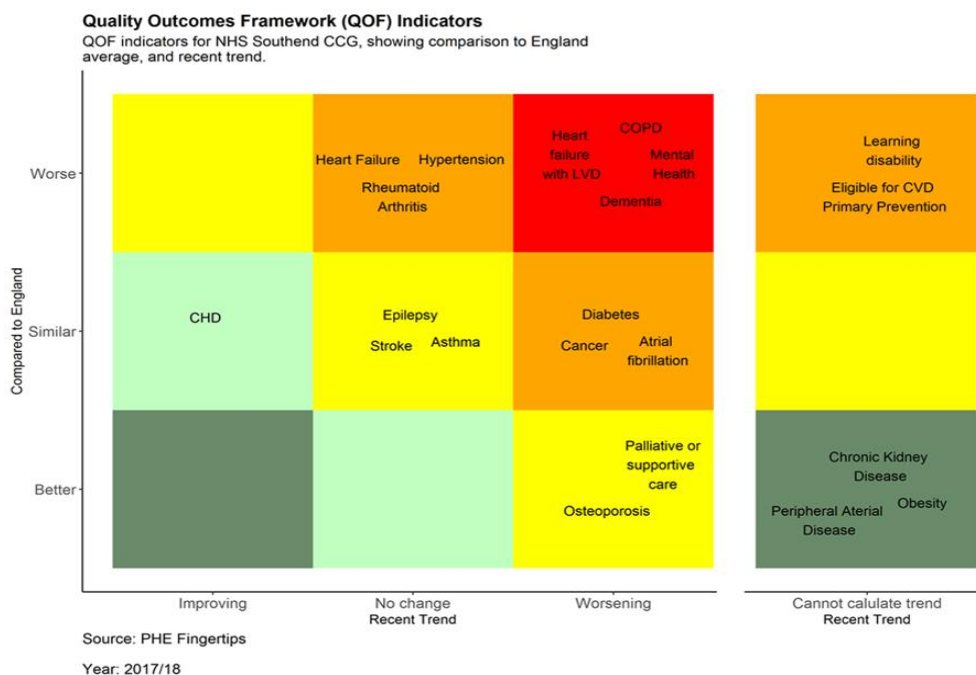
Prevalence of certain conditions

PHE Fingertips indicators relating to deprivation where Southend is a negative outlier

| Health improvement | SoS | East | Eng |
|--|------|------|------|
| Smoking prevalence in adults % | 18.0 | 14.2 | 14.9 |
| Estimated diabetes diagnosis rate % | 75.3 | 76.7 | 78 |
| Successful completion of alcohol treatment % | 32.0 | 38.2 | 38.9 |
| Cancer screening coverage – breast | 68.1 | 75.5 | 74.9 |
| Cancer screening coverage - bowel | 53.9 | 60 | 59 |
| Children in low income families % | 18.9 | 13.9 | 17 |
| Rate of complaints about noise** | 11.9 | 5.0 | 6.3 |
| Preventable u75 mortality rate from liver disease* | 22.5 | 12.7 | 16.3 |
| Preventable u75 mortality rate from respiratory disease* | 24.0 | 15.6 | 18.9 |
| Proportion adults in contact with secondary mental health services % | 7.3 | 4.8 | 5.4 |
| Excess winter deaths (all ages) % | 42.4 | 24.4 | 21.6 |

At the end of March 2019, 796 people had quit smoking (target was 771 for 2018-19) with almost 1,800 smokers supported to try and quit.

Key indicators from the Quality Outcomes Framework



This shows the challenge we still face in reducing the level of ill-health related to cardiovascular conditions and diabetes

Life Expectancy

Males



78.7 years
Worse than England
 (79.6)
 Ranked 94 / 150

61.2 years
Worse than England
 (63.4)
 Ranked 100 / 150

11.5 years
Worse than England
 (9.4)
 Ranked 133 / 149

Life expectancy at birth

Healthy life expectancy at birth
 How many years can a person expect to live in good health?

Inequality in life expectancy at birth
 What is the difference between the life expectancy of people living in the most deprived areas, compared to the least deprived?



Females

82.4 years
Worse than England
 (83.1)
 Ranked 101 / 150

62.8 years
Similar to England
 (63.8)
 Ranked 81 / 150

10.3 years
Worse than England
 (7.4)
 Ranked 141 / 149

NOTE ON RANKS
 This is Southend's rank within all English Local Authorities with a valid entry.
 1 = Best

Recent studies have shown that the poorest groups in society are dying almost a decade earlier, and this is worse in other most vulnerable groups, such as those homeless, who can expect to live 30 years less. We still have a long way to go to further improve health outcomes in Southend-on-Sea.

Educational Achievements

Early Years

Percentage of pupils achieving a good level of development:

| | |
|-----------------------|-------|
| Southend-on-Sea | 73.9% |
| England (all schools) | 71.5% |

Key Stage 4 (Secondary School – Year 11)

Grade 5 or above in English/Maths GCSE

| | |
|------------------------|-------|
| Southend-on-Sea | 55.1% |
| England (State funded) | 43.0% |
| England (all schools) | 39.9% |

Key Stage 2 (Primary School – Year 6)

Percentage of pupils meeting expected standard:

| | |
|------------------------|---------------|
| Southend-on-Sea | 69% |
| England (State funded) | 64% |
| England (all schools) | 64% |
| Reading | Average |
| Writing | Above average |
| Maths | Above average |

A Level Performance

Achieving AAB or higher in 2 subjects

| | |
|------------------------|-------|
| Southend-on-Sea | 22.8% |
| England (State funded) | 14.3% |
| England (all schools) | 17.0% |



There is strong evidence that the first few years of life build the foundations for future health and wellbeing. Every child deserves the best possible start in life and support to fulfil their potential. Ofsted rated 99% of the local provision as Good or Outstanding. Nearly a 1,000 working families with 3-4 year olds are accessing extended 30 hour entitlement, this and Tax Free Childcare is a platform to help lift children out of poverty.

We should be proud of the level of educational attainment in Southend-on-sea and work to create more local training and job opportunities to retain local talent and prosper.

Health Protection

Vaccination is one of our key prevention interventions to keep the population safe and well from unpleasant and dangerous communicable diseases.



Childhood vaccinations and immunisations

Uptake of the first dose of MMR is lower than the national average but higher for the second dose. We are working across the region to better identify children with incomplete vaccination history to support GPs in providing catch up vaccination.

1 year old

93.6% received Diphtheria, Tetanus, Polio, Pertussis, & Hib in 2017/18.

Similar to the target (95%) and **similar** to England (93.1%).

1-5 years old

94.9% received Dtap/IPV/Hib 1st visit in 2017/18.

Similar to the target (95%) and **similar** to England (95.1%).

89.4% received MMR in 2017/18.

Lower than the target (95%) and **lower** than England (91.2%)

5 years old

94.1% received Hib/Men C booster in 2017/18.

Similar to the target (95%) but **higher** than England (92.4%)

89.6% received both doses of MMR in 2017/18

Lower than the target (95%) but **higher** than England (87.2%)

Flu vaccination coverage

Flu vaccination coverage for Southend-on-Sea has seen a general slight declining trend since 2011. Uptake for all groups is lower than the regional and national average with the exception of primary school children. Improving flu vaccine uptake is a key priority in Southend's Prevention Strategy action plan for 2019/20. Plans are being developed to link in flu vaccine provision with other interventions for key risk groups such as the NHS Health Check programme to maximise opportunity for uptake.

| Sep 2018 to Feb 2019 | Target | Southend | East | England |
|----------------------|--------|----------|-------|---------|
| 65+ | 75% | 64.3% | 71.1% | 72.0% |
| Under 65 at risk | 55% | 40.5% | 46.2% | 48.0% |
| Pregnant | 55% | 40.1% | 44.1% | 45.2% |
| Age 2 not at risk | 50% | 43.0% | 51.1% | 43.6% |
| Age 2 at risk | 50% | 46.0% | 60.1% | 54.5% |
| Primary school* | 65% | 63.5% | 60.5% | 60.5% |

* Data for primary school children is from September 2018 to January 2019

Mental health

The estimated proportion of Southend-on-Sea's adult population with a common mental health disorder is 16.8%. This is **higher** than both the regional and national average. A number of factors contribute to poor mental health and wellbeing which has been further compounded by life pressures following years of austerity.

| | Southend | East England | England |
|--|--------------|--------------|---------|
| Estimated prevalence of mental ill health in children aged 5-16 | 9.1% | 8.8% | 9.2% |
| GP recorded incidence/prevalence of depression | 1.6% | 1.4% | 1.6% |
| | 10.1% | 9.4% | 9.9% |
| Prevalence of depression and anxiety | 15.1% | 12.5% | 13.7% |
| Depression and anxiety among social care users | 52.2% | 53.7% | 54.5% |
| % of respondents to GP patient survey Long term mental health problems | 6.4% | 5.2% | 5.7% |
| New cases of psychosis (rate per 100,000 population) | 21.2 | 19.9 | 24.2 |
| Severe mental illness GP recorded prevalence | 1.24% | 0.85% | 0.94% |
| ESA claimants for mental and behavioural disorders (rate per 100k) | 34.6 | 22.5 | 27.5 |

Perinatal mental health

Based on the national prevalence of between 10%-20%, we anticipate that Southend may have in the region of 200 to 400 new mothers per year who may be impacted by perinatal mental health issues.

A parent's ability to bond with and care for their baby, their parenting style and the development of a positive relationship can predict a number of physical, social, emotional and cognitive outcomes through to adulthood.

Through A Better Start Southend (ABSS) programme, we have developed a number of innovative interventions, co-designed with community champions and professionals, to help prevent, minimise and alleviate the consequences arising from perinatal mental health issues.



Cardiovascular Conditions and Diabetes

Epidemiology and risk factors

Cardiovascular disease (CVD) is a term that describes a family of diseases including heart disease and stroke and also relates to other conditions such as vascular dementia, chronic kidney disease, Type 2 diabetes, sudden cardiac death and heart failure. As reported in the previous sections, there is more we can do to prevent CVD as well as improving the local management of these conditions to minimise the poor associated health outcomes and disabling consequences.

Epidemiology of CVD and Diabetes Mellitus



U75 mortality rate from all CVD (2015/17)

71.5 / 100,000, similar to England

U75 mortality rate from preventable CVD (2015/17)

40.9 / 100,000, similar to England

CHD QOF prevalence (2017/18)

3.2%, similar to England



Stroke QOF prevalence (2017/18)

1.8%, similar to England



Diabetes QOF prevalence – recorded (2017/18)

6.7%, similar to England

Diabetes – Estimated prevalence (diagnosed & undiagnosed) (2015)

8.8%

Diabetes- Estimated diagnosis rate

75.3%, similar to England

Clinical risk factors for CVD events

Atrial fibrillation (irregular heartbeat) significantly increases the risk of stroke. Hypertension similarly raises the risk of stroke along with CHD and diabetes.



Atrial Fibrillation QOF prevalence (2017/18)

1.9%, similar to England

Estimated we have diagnosed only 61% of AF cases (below national average)



Hypertension QOF prevalence (2017/18)

15.2%, higher than England

Behavioural risk factors

Current 18+ smokers (2017), from ONS Annual Population Survey

58.4%, worse than to England

In the period 2011-2017, this has been in the range 17.2% - 21.8%



Smoking prevalence QOF estimate (2017)

19.1%, worse than England

Smoking prevalence at 15 (2014/15)

9.9%, similar to England



Proportion of the population meeting recommended '5-a-day' (2016/17)

58.4%, similar to England

Overweight or obese adults (2016/17)

58.5%, similar to England



Child excess weight at 4-5 yr old (2017/18)

22.7%, similar to England

Child excess weight at 10-11 yr old (2017/18)

32.5%, similar to England



Percentage of physically inactive adults (2016/17)

24.1%, similar to England

Prevention planning

Local STP Priorities

The STP has agreed some shared priorities across South and Mid Essex:

- Stroke (Atrial Fibrillation)
- Diabetes
- Mental Health and Wellbeing
- Respiratory Illnesses

Working through the Localities development, we will accelerate our focus on key prevention work against these four priorities through the ongoing establishment of the STP's Primary Care Networks across Southend and neighbouring districts.

Prevention interventions in Southend

There are known key behavioural risk factors shared for CVD and diabetes: smoking, inactivity, poor diet, excess alcohol consumption.

These behavioural factors increase the risk of high blood pressure (hypertension) and overweight/obesity which in turn increase the risk of CVD and Type 2 diabetes.

The new Wellbeing Service brings a new approach to supporting the population in addressing these risk factors. This will include working with the local population and local groups and providers to develop more sustainable preventative interventions which helps identify individual barriers and promote self-help and self-care.

The NHS Health Checks programme for people aged 40-74 years, without long term conditions can identify behavioural and clinical risk factors and provides an opportunity to support people better in improving their lifestyle. The additional good practice being introduced through the development of a social prescribing scheme (see next sub-section), will support this approach as part of a revamp of the Wellbeing service.

New approaches being developed with lead GP practices across Southend to improve detection and treatment of atrial fibrillation and hypertension are also being explored.

Further interventions are planned across Southend to increase the uptake for the flu immunisation across all risk groups as people aged 65 years and over.

Social prescribing

Social prescribing has been defined as a way of: 'Enabling healthcare professionals to refer patients to a link worker (or similar), to co-design a non-clinical social prescription to improve their health and wellbeing' (National Social Prescribing Network, 2016).

Social prescribing supports the individual, families, local and national government, and the private, voluntary and community sectors to work in collaboration. When done well, it can offer many people an individualised and flexible offer of support to self-manage a personal situation at a pace that is appropriate to the person.

Social prescribing usually includes a range of voluntary activity, being and socialising with others, often an element of learning and physical activity and recognition of the local environment. It can influence a wide range of factors including employment, housing, debt, social networks and culture.

The new Southend-on-Sea Wellbeing Service will develop from June 2019, in conjunction with a wide range of partner organisations, the local approach and model to social prescribing to support individuals, families and the wider community to improve their health and wellbeing.

Community Safety and Resilience

Violence, Criminology and Young People

My focus in this section is on a number of key issues that are negatively impacting on the lives of the children and young people in Southend-on-sea.

What are county lines?

County lines are a very serious issue where criminal gangs develop drug dealing operations outside of their usual operating area. This commonly involves gangs based in large cities distributing and dealing heroin, cocaine, and other drugs to smaller towns. Gangs recruit children and young people to move drugs, money, and weapons for them. Gangs frequently target vulnerable children for these tasks. They also target vulnerable adults to take over their homes to use as a base for manufacturing and selling drugs. This is known as cuckooing.

County lines in Southend

As at March 2019, there were **26 active county lines gangs in Southend-on-Sea.**

These gangs are working out of London using the train routes out of Fenchurch Street and Liverpool Street to traffic drugs into the Borough.

Once the drugs arrive in Southend, the gangs use local runners to deal the drugs.

Between September 2018 and February 2019, there were **2,345 reliable Police Intelligence Reports (PIRs)** concerning gangs, county lines, and drugs in Southend. This equates to between **300 and 400 per month.**



Interventions across Southend

Prevention interventions can include a wide range of approaches which can complement each other from a universal approach to selective approach (vulnerable groups) and indicative approach (high risk groups), with specific intelligence-led multi-agency operations.

Tackling harmful behaviours strategy

Southend-on-Sea Borough Council published its Tackling Harmful Behaviours Strategy in 2019. This strategy encompasses direction for prevention interventions across areas such as smoking and tobacco control, gambling, and substance misuse. This collective approach, not only helps to improve health outcomes, but supports impacting positively on psycho-social drivers of criminal behaviour.

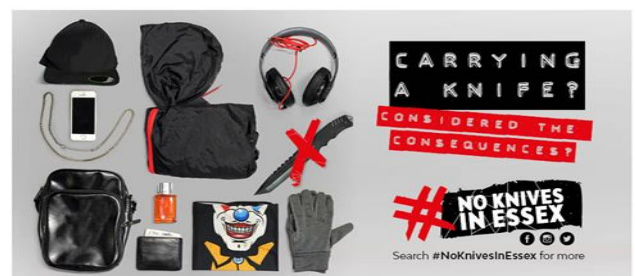
The key approaches noted for reducing demand for recreational drugs in the borough are:

- Developing and rolling out quality standards for schools' PHSE education (using a resilience-based model)
- Delivering training and awareness campaigns to children and adults in Southend about harmful behaviours which enable them to make informed decisions
- Supporting the roll out of education and training for children and parents about gangs, drugs and exploitation

Knife crime

The vast majority of young people in nationally are not involved knife-crime but those carrying knives in Southend need to be identified and supported through targeted interventions due to the risk and harm to themselves and others.

In a response to ongoing concern regarding knife crime, Essex Police launched a campaign in 2017 to highlight the consequences and impacts of carrying knives. Knives can be disposed of in designated knife boxes and in Southend this can be found outside of Southend Police Station, Victoria Avenue, Southend.



Child Sexual Exploitation

There are 78 children in Southend that have been supported for risk of exploitation.

Child sexual exploitation (CSE) is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity. The average age of victims of CSE is 15 but there is a growing cohort of younger children identified (10 -14 years).

It is recognised that there is significant under reporting of the issue which is felt to be due to issues of shame, perceived or actual threats to the young person or their family, or to the young person's failure to recognise that they are being exploited.

It is difficult to find reliable data regarding the prevalence of CSE. The National Society of

Prevention of Cruelty to Children (NSPCC) estimate the numbers to be 5-16% of children under 16yrs.

Criminal exploitation

What is fuelling county lines is a local drug taking culture in Southend. Using national statistics this equates to around 9,000 people in Southend using drugs.

In 2016, 24% of children reported having ever taken a drug nationally. Locally this equates to around 2,100 children in Southend.

County Lines as described, utilise child criminal exploitation (CCE) as gangs and use children and vulnerable people to move drugs and money. Criminal sexual exploitation is heavily linked to county line activity.

How is Southend doing?

In March 2018, Southend were involved in a targeted Joint Targeted Area Inspection (JTAI) focusing on child exploitation including sexual exploitation and gangs. Following this inspection Southend received a very positive outcome letter which stated that:-

"Partner agencies in Southend have a shared commitment to tackling risk to children and young people from sexual and criminal exploitation, gangs and going missing from home, care or school. Inspectors met with staff across the agencies, who are tenacious in their efforts to engage with, and make positive difference for, vulnerable children and young people".

"Work in Southend to tackle child sexual and criminal exploitation, gangs and the risks arising from going missing from home, care or school is underpinned by strong working relationships and a shared commitment and drive for continuous improvement".

A public health approach to violent crime involves utilising the perspectives, methods and skills of public health towards a partnership approach to tackle violent crime.

Prevention also occurs at different levels – these are called Primary (preventing crime in the first place), Secondary (preventing repeat offences and escalation from minor to serious crime) and Tertiary (reducing the harm to victims of violence) prevention. A public health approach to preventing violence would take account of these levels of prevention and focus particularly on tackling Adverse Childhood Experiences.

Local recommendations on how Southend can adopt a public health approach to violence prevention include:

- Strengthen the education in schools and wider prevention activities;
- Analyse data from community safety, health and police using health intelligence skills from a public health perspective;
- Adopt a "Health in All Policies" approach that includes violence & vulnerability prevention as a public health initiative;
- Increase the number of families accessing all Southend children's services, allowing for early identification of risk or exposure to Adverse Childhood Experiences with appropriate referrals to services to support the child and the family.

Teenage conceptions & Support

Under 18 conceptions and abortions



| | |
|---|--------------------------------------|
| Local Conception rate for 15-17 year olds (2017 ONS Data) | 24.3 / 1000 (England 17.8) |
| Local Under 18 conceptions leading to abortion (2017 ONS Data) | 45.7% (England 52%) |
| % of abortions provided to 15-17yr olds Southend CCG residents in a NHS Hospital only (April 2018-February 2019 local data) | 8% |
| % of birth activity, babies born to 15 -17yr olds Southend CCG residents in an NHS Hospital only (April 2018-February 2019 local data) | 1.2% |

Emergency Contraception

Emergency contraception, to prevent pregnancy after unprotected sex, is available free of charge to young people at Southend-on-Sea's sexual health services.

School Nursing Service

The local School Nursing Service provides young people with non-judgemental advice about sexual health and health education aimed at reducing under 18 conception rates.

Relationships and Sex Education (RSE)

RSE is learning about the emotional, social and physical aspects of growing up, relationships, sex, human sexuality and sexual health. The established Enhanced Healthy School Project supports Schools with Relationships and Sex Education.

| | |
|---|-------------|
| Local Schools were offered an age-appropriate comprehensive RSE package, since 2015 (2019 local data) | 100% |
| Primary School uptake (2019 local data) | 80% |
| Secondary School uptake (2019 local data) | 50% |



22

Southend-on-Sea Schools engaged in the Emotional Health and Wellbeing Enhanced Healthy School Project.

128

Teenage Mothers, age 17 and under supported on the Health Visiting Service caseload.
(April 2018-March 2019 SystemOne local data)

63

The Family Nurse Partnership service offers support to teenage parents and expectant parents and those young people who decline this offer, receive an individualised care plan from Health Visiting based on health needs.

43

Teenage Mothers accessing the Teenage Pregnancy Service for a range of support including education, employment or training information, benefit advice and support including Care To Learn, housing advice and support in accessing online applications, signposting or referral onto other relevant services.

We need to explore the key triggers for teenage conceptions in Southend given that our teenage pregnancy rate are comparative still much higher. As highlighted in the report some key new interventions have already been instigation with a new sexual health service, proposed new RSE support for schools and more after-school 'clubs' will also need to be explored with young people.

Infrastructure planning

Local planning, Housing and Health & Wellbeing

Local Plan Development (2021-2036)

Modern town planning principles emerged from decades of poor-housing quality, deprivation and associated health and wellbeing issues. Planners have an important role in tackling public health issues⁶ – from making communities safer, more attractive, creating open and green spaces and locating housing close to existing local amenities and more readily accessible via active travel.

The development of a new Local Plan⁷ is a real opportunity for public health and planning to work together in generating more health-enhancing environments where the healthier choice is the easier choice. The planning process is an important lever to shape the natural and built environment, reimagining our high streets and the town centre, which can all contribute to positive health outcomes⁸. We should continue to develop and embrace our coastal assets which are much loved by locals as well as millions of visitors.

The Council is working to adopt the Active Design⁹ principles published in 2015 and aligning the

approach with our neighbouring councils – Association of South Essex Local Authorities (ASELA) Partnership (see map on page 22). The provision of strong infrastructure connections and continued investment into the transport network is regarded as essential for supporting economic development and employment activities across South Essex.

Public realms improvements, like green-pedestrian zoning, outdoor seating with refreshment facilities and safe outdoor activities increase footfall for retailers, create economic and wellbeing vibrancy.

We will continue to explore opportunities to grow Southend as a digital city and work with the STP to innovate around digitally enhanced care and ensure that local residents can benefit from the accelerated introduction of the latest proven healthcare technologies, which can transform health outcomes through earlier diagnosis, more effective treatments, and care services which are provided in the home and in the community, rather than in hospitals.

The lack of safe, locally affordable housing in the borough means that at present low income households spending a disproportionate amount of their income on rent who may benefit from affordable housing do not qualify for inclusion on the council's housing register, as the borough's limited supply of social housing is reserved for those with even greater housing needs. Our new strategy¹⁰ will help deliver our rehousing strategy for people who require the right environment to live safely, especially in discharging our prevention duty in reducing homelessness. It is also vital that system leaders should collaborate to improve the physical and mental health of people who become homeless or consider themselves to be rough sleepers.



⁶[https://www.housinglin.org.uk/_assets/Resources/Housing/Other Organisation/TCPA_Public_Health_in_Planning_Good_Practice_Guide.pdf](https://www.housinglin.org.uk/_assets/Resources/Housing/Other%20Organisation/TCPA_Public_Health_in_Planning_Good_Practice_Guide.pdf)

⁷<https://localplan.southend.gov.uk/sites/localplan.southend/files/2019-02/Southend%20New%20Local%20Plan.pdf>

⁸ <https://www.gov.uk/government/publications/spatial-planning-for-health-evidence-review>

⁹ <https://www.sportengland.org/facilities-planning/active-design/>

¹⁰ https://www.southend.gov.uk/downloads/file/6156/housing_homelessness_and_rough_sleeping_strategy

Opportunities



Challenges





Air quality

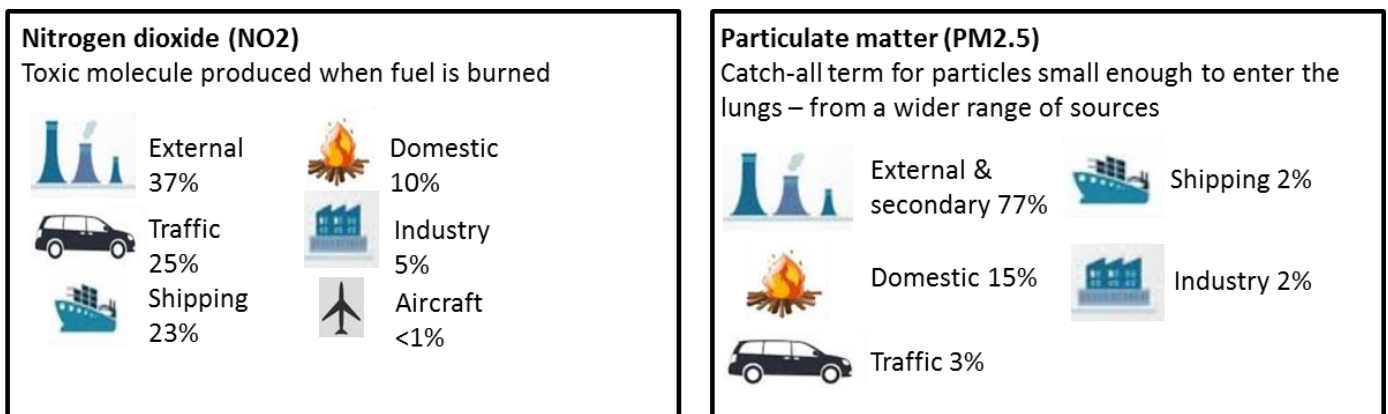


Air pollution increases the risk of respiratory illnesses, heart disease and lung cancer. There is growing evidence that outdoor pollutants are causing an increase in lung cancer and further exacerbating respiratory functions¹¹. The biggest locally-controllable source of PM2.5 air pollution is **domestic wood burning**. This is exacerbated by use of low-standard wood burners and non-seasoned wood. **Car pollution and domestic wood burning** make up 35% of risk locally in regards to Nitrogen Dioxide pollution.



The Council's Low Carbon Energy and Sustainability Strategy focuses on delivering low carbon growth, improving energy efficiency and providing for a more sustainable future with the aim of establishing Southend as a Low Carbon Smart City.

Sources of background Southend air pollution

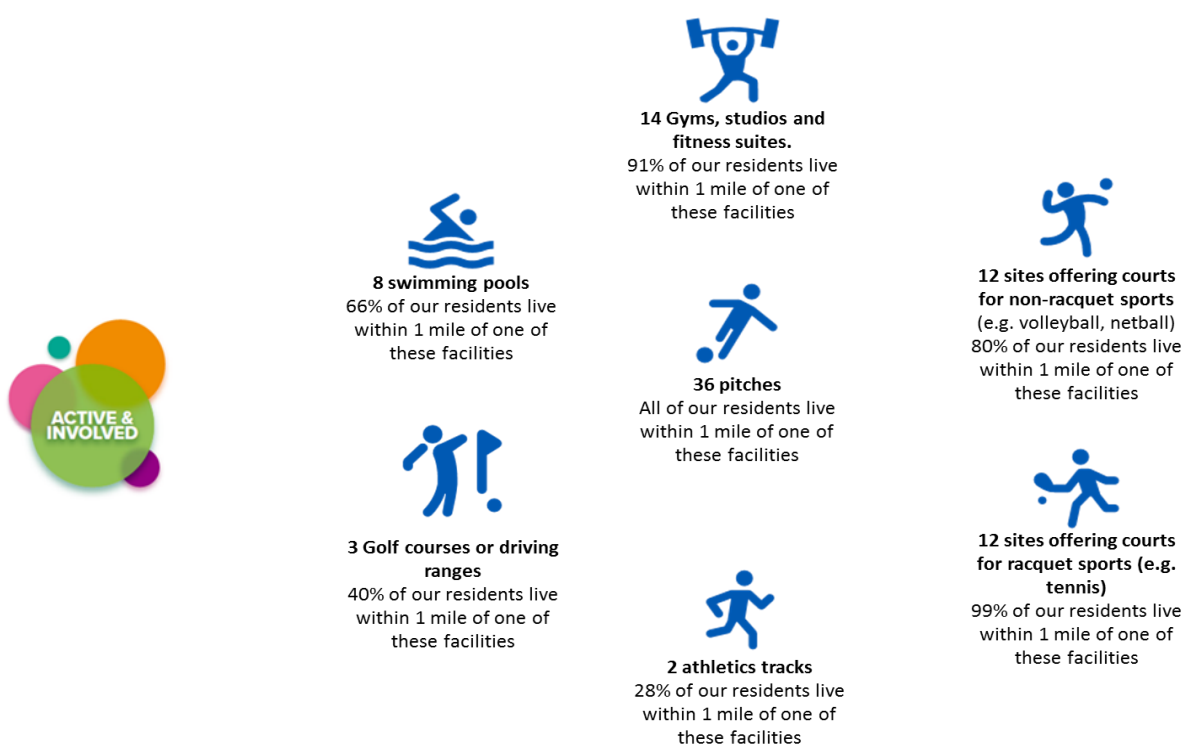


¹¹ <https://journals.sagepub.com/doi/abs/10.1177/0141076819843654?journalCode=jrsb&>

Local assets

[Link to the Community Assets map¹²](#)

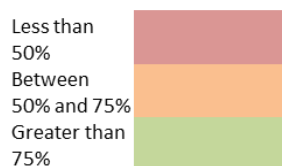
Sports facilities open to the public, and those schools offering some public access¹³



Source: Sport England Active Places facility data, 10th January 2019

Percentage of the residents of the stated area who are within 1 mile of each type of facility

| Area type | Area name | Athletics tracks | Golf | Gyms | Courts: non-racquet sports | Pitches | Courts: racquet sports | Swimming pools |
|-----------|--------------|------------------|------|------|----------------------------|---------|------------------------|----------------|
| Locality | East | 18% | 59% | 97% | 97% | 100% | 97% | 92% |
| Locality | East Central | 47% | 47% | 100% | 63% | 100% | 100% | 70% |
| Locality | West | 32% | 65% | 64% | 90% | 100% | 100% | 84% |
| Locality | West Central | 23% | 10% | 98% | 74% | 100% | 100% | 36% |



There is growing evidence of the links between good spatial planning, design principles and the health impacts on key health challenges such as obesity, mental health, physical inactivity, the needs of an ageing population and how to promote healthy, sustainable communities and improving local access to good amenities in enabling good health and wellbeing¹⁴. The five aspects of the built and natural environment that have been identified as the main characteristics that can be influenced by local planning policy are: (a) neighbourhood design (b) housing (c) healthier food (d) natural and sustainable environment and (e) transport⁸ – these have been reflected in our Southend 2050 Outcome Development Plans.

¹² <http://southend.maps.arcgis.com/apps/webappviewer/index.html?id=052d7b43ff074d77b52ef976e37b0d6b>

¹³ Source: Sport England Active Places facility data, 10th January 2019

¹⁴ <https://publichealthmatters.blog.gov.uk/2017/07/06/improving-peoples-health-through-spatial-planning/>

Active travel – changing mind sets

Benefits of Active Travel

- Increase opportunities for physical activity in daily routine
- Reduce vehicle congestion, air pollution, noise, accident risk
- Reduce costs and parking needs for individuals
- Tackle health inequalities – air quality poorest in our poorer neighbourhoods



Current infrastructure

The *ForwardMotion* initiative across SE Essex supports and encourages sustainable, active travel through:

- Personal travel planning
- Information and guidance on safe cycle routes and rail and bus connections
- Links to cycle training and cycle buddying
- Support for business on training, storage, and maintenance

Cycle paths and maps are available in specific parts of the Borough.

Simply Stride supports health positive walking for individuals and groups.

Future infrastructure

There are multiple aspirational outcomes from the Southend 2050 Vision which can be contributed to by supporting active travel. Key proposed actions include:

- Integrated travel hubs for multi-modal journeys
- Expanded air quality monitoring
- Live travel data available
- More options for bicycle and e-bicycle hire
- Support for school travel planning
- Improved public cycle facilities and support for cycling facilities in private buildings



The 2016/17 Sports England Active Lives survey found that 3% of adults in Southend cycle for travel on at least three days a week. This is **similar** to the England average.

Source: PHE Fingertips

The same Sports England survey found that 23.6% of adults in Southend walk for travel on at least three days a week, down from 28.7% in the previous year. This is **similar** to the England average.

Source: PHE Fingertips

Recommendations

In summary, this report should espouse to our collectivism and partnering approach. We can use the Southend 2050 Outcome Delivery Plans as a backdrop for delivery as these readily dovetail with the local STP priorities – [a] Stroke and Diabetes, [b] Self Care and Prevention, [c] Childhood Mental Health and Wellbeing, [d] Digitally enabled care alongside the Health and Wellbeing Board priorities – [e] Obesity and Physical Activity, [f] Teenage Conception and the wider development of the Localities integrated public sector service delivery as well as the Community Safety Partnership's priority in tackling violence and vulnerabilities, and reducing harmful behaviours related to substance and tobacco misuse and gambling.

Therefore my recommendations are that we focus on the following during 2019-20 and build consensus and momentum:

[1] Reducing the impact of cardiovascular conditions and diabetes and improving related prevention work:

R1.1 Develop an agreed locality approach to improve earlier identification of Stroke and Diabetes, ensuring reduced variability in access to primary care services;

R1.2 Improve the management of patients at risk of stroke and those afflicted with diabetes, including the use of digital technology as appropriate, and delivery of the Diabetes Strategy;

R1.3 Increase referral to the new Wellbeing Service to reduce and/or better manage lifestyle risk factors and implement the Harm Reduction Strategy as a key enabler.

[2] Improving community safety and building resilience, with a particular focus on our children and young people:

R2.1 Develop a programme of work that will provide for, and link into, a range diversionary activities and avenues for vocational development. This will include local apprenticeships to make young people safer, provide skill development and job opportunities and to have a healthier outlook on their lives;

R2.2 Build on the work already in progress across Greater Essex and regionally, to reinvigorate the local partnerships (Community Safety and Violence and Vulnerability groups) to disrupt the local drug market and to eliminate the criminal exploitation of young people and vulnerable adults in our communities;

R2.3 Undertake a deep-dive on local teenage conceptions to understand local determinants and triggers, including the link with child sexual exploitation, local opportunities for young people to promote a delaying approach to parenthood.

[3] Ensuring that spatial planning incorporates health and wellbeing impacts, and delivers what residents will need to promote their health and wellbeing:

R3.1 Adopt new evidence on spatial planning, including the adoption of the PHE/Sports England's Active Design principles, making it a requirement on developers to undertake a Health Impact Assessment where most relevant and review the barriers inhibiting local access to our physical assets;

R3.2 Our housing renewal policy must take into consideration the need for more affordable housing which espouses a mix of social housing, adaptable homes which will ensure that the adverse health effects are mitigated, promote local ownership and more affordable rent, and support the drive to increase prosperity;

R3.3 Accelerate our local undertakings in improving local transportation to further reduce the risk of pollution and traffic congestion, and promote active travel.

Appendices

A: Southend 2050



There is a tangible sense of pride in the place and local people are actively, and knowledgably talking up Southend.

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

We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset. Our streets and public spaces are clean and inviting.



People in all parts of the borough feel safe and secure at all times. Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

We are well on our way to ensuring that everyone has a home that meets their needs.

We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport, and recycling.



Even more Southenders agree that people from different backgrounds are valued and get on well together.

The benefits of community connection are evident as more people come together to help, support and spend time with each other.

Public services are routinely designed, and sometimes delivered, with their users to best meet their needs.

A range of initiatives help communities come together to enhance their neighbourhood and environment.

More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.



The local plan is setting an exciting planning framework for the Borough.

We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.

Our children are school and life ready and our workforce is skilled and job ready.

Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.

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



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

People have a wide choice of transport options.

We are leading the way in making public and private travel smart, clean and green.

Southend is a leading digital city with world class infrastructure.

B: Detailed Ethnicity

| | Southend (%) | East of England Region(%) | England (%) |
|---|--------------|---------------------------|--------------|
| White | 91.6% | 90.8% | 85.4% |
| English/Welsh/Scottish/Northern Irish/British | 87.0% | 85.3% | 79.8% |
| Irish | 0.9% | 1.0% | 1.0% |
| Gypsy or Irish Traveller | 0.1% | 0.1% | 0.1% |
| Other White | 3.6% | 4.5% | 4.6% |
| | | | |
| Mixed/multiple ethnic groups | 2.1% | 1.9% | 2.3% |
| White and Black Caribbean | 0.6% | 0.6% | 0.8% |
| White and Black African | 0.4% | 0.3% | 0.3% |
| White and Asian | 0.6% | 0.6% | 0.6% |
| Other Mixed | 0.5% | 0.5% | 0.5% |
| | | | |
| Asian/Asian British | 3.7% | 4.8% | 7.8% |
| Indian | 1.0% | 1.5% | 2.6% |
| Pakistani | 0.6% | 1.1% | 2.1% |
| Bangladeshi | 0.5% | 0.6% | 0.8% |
| Chinese | 0.6% | 0.6% | 0.7% |
| Other Asian | 0.9% | 1.0% | 1.5% |
| | | | |
| Black/African/Caribbean/Black British | 2.1% | 2.0% | 3.5% |
| African | 1.6% | 1.2% | 1.8% |
| Caribbean | 0.3% | 0.6% | 1.1% |
| Other Black | 0.2% | 0.2% | 0.5% |
| | | | |
| Other ethnic group | 0.5% | 0.5% | 1.0% |
| Arab | 0.2% | 0.2% | 0.4% |
| Any other ethnic group | 0.3% | 0.3% | 0.6% |

Source: ONS, 2011 Census

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Southend-on-Sea Borough Council

**Report of Deputy Chief Executive for Place
To
Cabinet**

**On
25th June 2019**

Report prepared by: Elizabeth Georgeou, Group Manager

**Agenda
Item No.**

**The Official Feed and Food Control Service Plan 2019-20
Place Scrutiny Committee – Executive Council: Councillor Terry
A Part 1 Public Agenda item**

1. Purpose of Report

To agree the Official Feed and Food Control Service Plane 2019-20 required by the Food Standards Agency (FSA).

2. Recommendation

That Cabinet agrees the Official Feed and Food Control Service Plan 2019-20 set out in Appendix 1 of this report and commend it to Full Council for approval.

3. Background

The Food Standards Agency Framework Agreement on Local Authority Food Law Enforcement requires the production and publication of a service plan to ensure the highest achievable levels of food control (food safety, standards and feeding stuffs) are maintained throughout the borough. Every local authority is required to develop an annual food enforcement service plan, which is the basis on which the local authorities are monitored and audited by the FSA.

3.1 To ensure local transparency and accountability, it is a requirement that the official Feed and Food Controls Service Plan is submitted to the relevant Member forum for approval.

3.2 The Legislative and Regulatory Reform Act 2006 requires Regulators to have regard to the Principles of Good Regulation. This means that our regulatory activities should be carried out in a way that is proportionate, accountable, consistent, transparent and targeted to situations that need action when we carry out a regulatory function and to have regard to guidance issued. The Statutory Code of Practice for Regulators which will include the provisions contained in the Regulators Code April 2014 contains details of how this should be carried out.

- 3.3 The Service Plan for 2019-20 is attached as **Appendix 1**, forming an integral part of the organisation of the Regulatory Services within Public Protection.
- 3.4 In accordance with the requirements contained within the Framework Agreement, the food service is a mix of enforcement, intelligence based work, investigation and education.
- 3.5 The service plan aims to ensure all high and medium risk category programmed inspections are completed within the current financial year and appropriate alternative approaches adopted for the remaining inspections. As at 31st March 2019 there were 1784 food premises of which 1,040 premises require an official food hygiene intervention this year. In addition, there are 11 Approved Food Premises within the Council which includes the cockle processors which are inspected annually. There are 473 premises requiring an official food standards intervention, however there are no high risk food standards inspections requiring inspection this year. Food standards inspections are to be undertaken at the same time as food hygiene inspections where they are due or overdue. The Inspection Programme is included at 2.4 in the Service Plan.
- 3.6 Regulatory Services assists businesses to comply with legislation and thereby protect the health of the public from food related illness. Resources will be targeted to ensure a balanced mix of services, which benefit the business sector, consumers and other stakeholders. In accordance with the Food Law Code of Practice and the published Regulatory Services Team Enforcement Policy, the service will continue to focus enforcement action on the poorer performing businesses. Resources will be made available to assist business in the event of a No Deal EU Exit with respect to importing and exporting requirements.
- 3.7 Priority for inspections and interventions was given to premises which had been risk assessed as presenting the highest risk in terms of their activity and the conditions at the premises. All high risk inspections due during 2018-19 were completed.

4. Other Options (this section should only be included in Cabinet and Cabinet Committee reports).

The Food Standards Agency Framework Agreement sets out the statutory duty for Southend-on-Sea Borough Council in developing Service Plan. There is no alternative to the statutory duties.

5. Reasons for Recommendation (this section should only be included in Cabinet and Cabinet Committee reports).

In order for the Council to comply with the Food Standards Agency Framework Agreement, and in line with the Food Standards Agency audit findings, which were agreed by Cabinet on 18th June 2013.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The Service Plan contributes to Pride and Joy, Safe and Well and Opportunity and Prosperity. The contribution is through:

- a risk based proactive inspection programme for food businesses which ensures they are providing safe food for residents and for those visiting the Borough; and
- assisting businesses to comply and thrive through the provision of business advice; and
- supporting events across the town which encourages visitors and residents to enjoy safe foods
- enforcing against the least compliant businesses to improve the offering of the town; and
- supporting Public Health England in encouraging businesses to offer healthy eating options.

6.2 Financial Implications

The Service Plan for 2019-20 identifies resources allocated to the statutory food and feed programme and the budget is set within the Regulatory Services' overall budget.

It is anticipated that there will be additional resource required to assist businesses with compliance on leaving the EU. There have been grants made available through DEFRA and the FSA to assist local authorities to prepare for a no deal EU Exit. The Council was unsuccessful with the bid to DEFRA but is still awaiting the outcome of the FSA submission. The Council has been awarded short term funding to use across the organisation to prepare for leaving the EU.

6.3 Legal Implications

The FSA places a requirement on local authorities to develop and submit a Service Plan. Local Authorities are audited and assessed by the FSA on the basis of their food law enforcement service. The Council's constitution requires the adoption of the official Feed and Food Control Service Plan be reserved to Full Council and is funded from within the existing budget of the service.

6.4 People Implications

There remains difficulties in recruiting to the posts that deliver this service. Arrangements have been made to meet the statutory inspection programme through the use of contracted inspections.

6.5 Property Implications

None.

6.6 Consultation

None. The Service Plan is developed in line with government guidelines and priorities and is published on the website and feedback from the public encouraged. The enforcement element of the Service Plan was consulted on.

6.7 Equalities and Diversity Implications

Equality and diversity implications have already been considered in the Regulatory Service Enforcement Policy and as part of the general work in the Service. A further equalities assessment was carried out when the Enforcement Policy was updated in 2015 in line with the updated Regulators Code April 2014.

6.8 Risk Assessment

Progress against the plan is reviewed on a monthly basis and the inspection of high risk premises and has been reported against service plan indicators.

6.9 Value for Money

The Service is delivered within existing budget. The procurement process was utilised to identify a contractor to deliver a proportion of the food inspection programme. There are a limited number of low risk feed premises in the Borough and to reduce the cost of delivering this service in terms of Officer expertise the inspection programme is being delivered through a contracted arrangement.

6.10 Community Safety Implications

None.

6.11 Environmental Impact

Food related inspections and investigations place controls on commercial food waste which impact on the natural environment.

7. Background Papers

- Food Standards Agency Framework Agreement;
- Food Law Code of Practice (England) 2017;
- Feed Law Code of Practice (England) (Issued April 2018);
- Regulatory Service Enforcement Policy 2015;
- Food Standards Agency Audit and Action Plan - Cabinet Report Dated 18/06/13.

8. Appendices

Appendix 1: Official Feed and Food Control Service Plan 2019-20.

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Southend on Sea Borough Council
Department for Place
Regulatory Services

Official Feed and Food Control Service Plan 2019-20

Elizabeth Georgeou

Group Manager Regulatory Services

May 2019

Introduction

The Service Plan was compiled by the Regulatory Services Group of Southend-on-Sea Borough Council.

The Service Plan is structured in accordance with the service planning guidance contained in the Framework Agreement on Local Authority Food Law Enforcement. Powers to enable the Agency to monitor and audit local authorities are contained in the Food Standards Act 1999. In accordance with this guidance the plan is submitted to the relevant member or senior officer forum for approval to ensure local transparency and accountability.

The purpose of the Service Plan is to ensure that national priorities and standards are addressed and delivered locally in accordance with the relevant codes of practice and guidance. It is intended to ensure transparency and accountability and detail the contribution that the Group makes to the ambition for the Council.

1. Service Aims and Objectives

1.1 Aims and Objectives

The delivery of the plan aims to:

- Ensure that the highest achievable levels of food control (food safety, standards and feeding stuffs) are maintained throughout the Council.

The objectives are to:

- Ensure hygienic conditions in the sale, preparation, manufacture and storage of foodstuffs and feeding stuffs;
- Ensure the wholesomeness and appropriate labelling/composition of foodstuffs and feeding stuffs within the Borough;
- Focus on a risk-based approach to inspections and enforcement activity in accordance with the Regulatory Services Enforcement Policy;
- Administer the legislation in compliance with the approved codes of practice and related official guidance;
- Promote a greater knowledge and understanding of food safety and nutrition within Southend-on-Sea Borough Council;
- Continue participation in the Food Hygiene Rating Scheme (FHRS);
- Work with Public Health England (PHE) to deliver improved health outcomes for residents, visitors and those working in Southend;
- Focus on the local enforcement of illegal oyster harvesting.

1.2 The Aim of the Service is to support the Council's objectives to:

Contributing to a Southend in which people can be proud of with services supporting the safety and wellbeing of those who work, live and visit the town. To help businesses grow though assisting and supporting these businesses so that they bring prosperity to the town. This will be achieved through reflecting these objectives at appraisals and integrating the service across the organisation.

2. Background

2.1 Profile of the Area

The Council is a unitary authority. It is a seaside town which is a tourist destination with local shopping areas and a thriving town centre covering 6,785 hectares. It is the closest seaside resort to London and is located within the Thames Gateway region and has over 6 million visitors each year. There are seasonal businesses within the town and the Council actively promotes events in the Borough to support the prosperity of the town.

The total population estimate for 2017 for the Council was 181,800. In 2016 the Business Survey identified, of those that responded, the main activity of their organisations as:

| Main Activity | % |
|--------------------------------------|----|
| Wholesale and retail sector | 22 |
| Manufacturing | 11 |
| Finance | 9 |
| Construction / Building / Renovation | 8 |
| Health and Social Care | 8 |
| Food / Accommodation | 7 |

There has been an increase to 67 percent of family run businesses with just over three quarters of businesses having between one and five employees. 20 percent of businesses surveyed rated tourism as important to their success rising to 40 percent for those businesses within the food/accommodation sector.

27 percent of Food/accommodation business reported having recruitment difficulties in the last 12 months. Whilst 66 percent of businesses were aware of all of the business support that the Council could provide only 23 percent found the Council useful to them. 41 percent of businesses indicated that they would be willing to pay for business advice of which only one percent of all businesses identified food safety as an area that advice was required.

2.2 Organisational Structure

(Annex 1) The Council structure together with details of responsibilities for food and feed.

The Council sends food for microbiological examination to the Public Health Laboratory (PHE) Laboratory at Colindale via a collection service.

| | | |
|---|---|--|
| <p>Public Health England Food Water and Environmental Microbiology Lab 61 Colindale Avenue London NW9 5EQ 0208 327 6548 /6550 Fax: 020 8327 6542 fwem@phe.gov.uk</p> | <p>Consultant of Communicable Disease Control (CCDC), PHE East of England, Health Protection Team, Second Floor, Goodman House, Station Approach, Harlow CM20 2ET Tel: 0300 303 8537 Fax: 01223 724499 Email: EastofEnglandHPT@phe.gov.uk Secure email mailto:phe.eohpt@nhs.net</p> | <p>Stool Samples Pathology First at Southend University Hospital NHS Foundation Trust, David Marquis Information Manager. Consultant Microbiologists: Dr J Ahmed, Dr J Elfick, Microbiology Dept Prittlewell Chase, WOS, Essex SS0 0RY 01702 435555 (Switchboard) hospital all initial pathology calls to: 01268 968287 (lab administration at Hub general queries mail to: david.marquis@pathologyfirst.co.uk secure queries david.marquis@nhs.net</p> |
|---|---|--|

The appointed Public Analysts for feed and foods are located at:

| | |
|--|---|
| <p>Feed Agricultural Analyst – Mr Jonathon David Griffin Kent Scientific Services 8 Abbey Wood Road Kings Hill West Malling ME19 4YT Tel: 03000 41 51 00 kss@kent.gov.uk</p> | <p>Food Public Analyst – Duncan Arthur Public Analyst Scientific Services Limited 154 Business Park Valiant Way Wolverhampton WV9 5GB Tel: +44 (0) 7734 383707 (Direct) +44 (0) 1902 627238 (General)</p> |
|--|---|

2.3 Scope of the Regulatory Services Team

The Regulatory Services Team is part of Public Protection which is within the Department for Place. The team aligns the delivery of its services to 2050 objectives. This will be through supporting those living, working and visiting the Borough to stay safe and well when visiting businesses throughout the Borough. It will also assist businesses to prosper by supporting compliant businesses and targeting resources to the less compliant businesses.

With respect to food and feed the responsibilities of the Group are to:

- Undertake proactive food safety and standards inspections;
- Undertake proactive feed inspections;
- Deal with imported food and feed matters;
- Investigate complaints about food and feed;
- Investigate complaints about food and feed premises;
- Investigate food poisoning and infectious disease referrals/complaints;
- Deal with health and safety and public health matters at food premises related to drainage, industrial noise and rubbish;
- Respond to emerging public health issues;
- Respond to reports of illegal oyster harvesting;
- Provide consultation recommendations on planning, licensing and event applications;
- Assist with the delivery of the PHE agenda regarding healthy eating and the Responsibility Deal;
- Provide business advice.

2.4 Demands on the Regulatory Services Team

The Service uses Uniform database which is supported by IT and linked to the property gazetteer.

Food Premises profile as at 31st March 2019.

| Type of Premises | Number |
|---|---------------|
| Primary Production | 2 |
| Manufacturers / producers* (includes cake makers - home caterers) | 115 |
| Distributors | 11 |
| Retailers | 404 |
| Restaurants / other caterers | 1247 |
| Importers | 5 |
| Total | 1784 |

Food Hygiene Inspections:

| FSA Category | No. of Premises | Frequency Required | Due 2019-20 | Overdue |
|--|-----------------|--|-------------|---------|
| A | 4 | Every 6 months | 8 | 0 |
| B | 88 | Every 12 months | 88 | 0 |
| C | 371 | Every 18 months | 229 | 0 |
| D | 580 | Every 24 months | 252 | 46 |
| E | 503 | Alternative enforcement or every three years | 76 | 274 |
| Awaiting Inspection, includes overdue* | Within 1 month | | 67 | |
| Not in programme+ | 174 | | | |
| Total Inspections due as at 01/04/19 | | | | 1,040 |

*Fluctuation in year as new premises register and are inspected which will affect the number of premises due for inspection in year compared to the start of the year.

+Includes premises undertaking very low risk activities e.g. selling pre-packed bars and providing teas and coffees.

The figures also include previously registered child-minders who have extended activities to cater for more than 5 children. This group is routinely inspected by Early Years. It also includes Home-caters where we have undertaken information gathering to identify low risk premises.

The Food Law Code of Practice (FLCoP) requires that Category A and B food hygiene, Category A food standards and non-compliant C premises be subject to an inspection, partial inspection or audit at the required interval. Broadly compliant C risk food hygiene premises and broadly compliant B risk food standards can alternate between inspection, partial inspection audit and other Official Controls.

Category D risk premises can only alternate between an intervention which is an Official Control, and an intervention that is not an Official Control, if the potential hazard element is less than 30.

Premises rated E for food hygiene and C for food standards can be subject to an alternative enforcement strategy.

Approved Food Premises:

| Types | No. of each Type |
|-------------------|-------------------------|
| Cockle Processing | 4 |
| Fishery Products | 4 |
| Meat Products | 1 |
| Cold Stores | 2 |

Food Standards Inspections:

| FSA Category | No. of Premises | Frequency Required | Due 2019-20 | Overdue |
|---------------------------------------|------------------------|---|--------------------|----------------|
| A | 0 | Every 12 months | 0 | 0 |
| B | 153 | Every 24 months | 31 | 37 |
| C | 1370 | Alternative intervention or every 5 years | 91 | 227 |
| Awaiting Inspection* includes overdue | | | 87 | |
| Not in programme | 174 | | | |
| Total Inspections due as at 01/04/19 | | | | 473 |

Feed Premises Inspections:

We have been co-ordinating with other authorities through the National Trading Standards Board (NTSB) and the Food Standards Agency (FSA) to ensure that regionally animal feed enforcement is effective and there are risk-based controls in place across the Region.

From 1 April 2019, delivery of the NTS Feed inspection programme, including the role of the lead Feed Officer role has been contracted out to Essex Trading Standards for a period of 2 years 19/20 and 20/21 covering the current NTS funded programme.

The Council had 22 businesses registered under the Feed (Hygiene and Enforcement) Regulations 2005, for feed inspections as at 31 December 2018. These are either manufacturers of animal feedstuffs or they are retail premises which distribute food on for feed purposes and one distributor.

Feed Premises Profile as at 31 December 2018:

| Category of Premises | No. |
|------------------------------|-----|
| Distributor R05 | 1 |
| Pet Food Manufacturers R06 | 2 |
| Supplier of Surplus Food R07 | 19 |
| Total | 22 |

The Desktop Exercise for 2019/20 identified that five of these premises must be incorporated into the inspection programme as required by the FSA's Feed Law Code of Practice (England) as detailed below.

Inspections due 2019/2020:

| Category | No. In category | Due 2018-2019 | Number planned |
|----------|-----------------|---------------|----------------|
| R5 | 1 | 1 | 1.0 |
| R6 | 2 | 2 | 1.0 |
| R7 | 19 | 4 | 3.0 |

The uncertainty regarding EU Exit arrangements and the requirement for the food and feed service to consider support for businesses that may be necessary, both in the event of arrangement in place for leaving the EU and the eventuality of leaving with no deal. This will include the facility for providing health certificates for businesses exporting to the EU, consideration of change of status and responsibilities for distributors who may now have importer responsibilities.

Concerns continue to be raised regarding the harvesting of oysters from the foreshore. There are allegations that these oysters are entering the food chain without the required controls in place.

Regulatory Services will respond to incidents of food fraud with respect to counterfeit products and to emerging public health issues.

Regulatory Services undertake sampling around the National Priorities identified in the FSA's Guidance on the food sampling programme and sampling priorities for the Council and for the priorities identified through the Regional Strategic Assessment and EETSA priorities. There is no funding available for imported foods and no identified sampling programmes for feed this year. There is funding available for sampling in the event of a no deal exit from the EU to support businesses and protect consumers from emerging risks.

Service Requests:

Respond to requests for service, including business advice and infectious disease. It is anticipated that demand will be similar to requests received last year, see section 6.1.

In the event of a No Deal EU Exit Regulatory Services will prioritise requests from businesses to assist them with export requirements for food and feed. In the event of a Deal business advice will also be provided to assist them with changes to regulatory requirements.

Officers are located in the main Civic Centre, Victoria Avenue. The service responds to inspections outside of normal hours. There is a contact centre which can receive emergency calls and is staffed 24 hours.

The Council is a seasonal location with impacts on the transient nature of the businesses in the borough. The seasonal nature of the town also means that businesses will follow the weather pattern and not necessarily a seasonal pattern of opening.

2.5 Enforcement Policy

The Regulatory Services Enforcement Policy was approved by the Council in 2015. This policy was developed and consulted on; meeting the requirements of the Legislative and Regulatory Reform Act 2006 and the Regulator's Code.

Regulatory Services is participating in the Better Business for All agenda working with the Growth Hub and across Essex authorities to better understand businesses needs to assist them with compliance.

3. Service Delivery

3.1 Interventions by Regulatory Services Officers for Food and Feeding stuffs

Details of inspections due in each category are listed in 2.4. Regulatory Services Officers will prioritise for inspection premises which are:

- A and B rated for food hygiene;
- A rated for food standards;
- Approved food premises: The premises approved for processing shellfish will be inspected at the start of the season and other approved premises where due. Inspections may also be increased to respond to support businesses to export in event of identified EU Exit requirements;
- Feed establishments identified through the Desktop Study for inspection through the National Trading Standards Board (NTSB);
- C rated food hygiene, targeting those which are non-compliant;
- D rated food hygiene, targeting those which are catering or overdue in the first instance;

- Revisits at premises where notices have been served;
- Food hygiene revisits at premises with either a compliance score of 15 or higher for hygiene or structure; or a confidence in management control procedures rating of 20 or higher;
- Food standards revisits at premises either with a current compliance score of 40 or a confidence in management control system score of 30;
- Requests made under the FHRS for re-score visits, appeals and right to reply;
- Requests for service to assist businesses with respect to a No Deal EU Exit.

Regulatory Services Officers for food and feed are authorised in line with qualification and competency requirements detailed in the respective Codes of Practice. Those inspecting for food are allocated interventions by ward(s) in which they co-ordinate inspections, complaints, planning, event applications and the inspection of new premises. Co-ordination of feed is through the Lead Feed Officer.

Officers have access to expertise and peer support through attending local liaison group meetings, detailed in section 3.8.

Suitably qualified and competent Enforcement Officers will support the service where possible.

All high-risk food standards are prioritised for inspection each year. All other food standards inspections will be completed at the same time the food hygiene inspection is due, overdue or likely to be due before the next food hygiene inspection.

All new premises will be evaluated in accordance with the risk they represent. New premises should be inspected within 28 days of registration. Where this is not possible those undertaking high risk activities will be prioritised over low risk inspections.

Questionnaires will be used to assess Home caterers to determine the activities being undertaken and the inspection prioritised where high risk activities are being undertaken. Inspections at premises undertaking lower risk activities will be undertaken where resource is available.

It is proposed to undertake an alternative enforcement strategy for E risk premises to establish whether the risks have changed.

It is also planned to review the premises listed as having no inspectable risk. The majority of premises listed as no inspectable risk are registered childminders. This group is already subject to controls through pre-commencement conditions, ongoing training and routine visits by the Early Years Team. It is planned to review this arrangement to determine whether Regulatory Services needs to hold their details on our database and whether an intelligence-based approach for interventions can be developed. All other premises listed as having no-inspectable risk will be reviewed.

Enforcement Officers will assist in alternative interventions for other premises and sampling.

Regulatory Services Officers who inspect food premises also undertake:

- Health and safety interventions and inspections. Health and safety inspections will be undertaken in line with the Health and Safety Executive priorities for proactive inspections. They will also be undertaken where matters of evident concern are noted;
- Public health and nuisance complaints at food premises;
- Responses to planning applications for food premises;
- Healthy eating interventions.

Regulatory Services Officers who inspect feed premises also undertake activities relating to:

- Consumer Protection;
- Product Safety;
- Fair Trading;
- Weights and Measures.

Regulatory Services supports the Safety Advisory Group process for events to ensure that compliant caterers operate at these events. Caterers at these events will normally be those rated 3, 4 and 5 under the FHRS.

Where inspections of mobile traders are carried out at events or markets outcomes will be reported to their registered local authority in line with the FLCoP. Similarly reports from other local authorities regarding mobile traders registered with Southend-on-Sea Borough Council will be used to inform ratings.

Regulatory Services Officers for food safety, standards and health and safety, will determine whether additional pro-active inspections are required within their inspection areas.

The Council will continue to participate in the FHRS to promote transparency and enable individuals to make informed choices about where they eat.

The Council will continue to utilise and develop the Uniform database to improve reporting capability.

3.2 Regulatory Services Group Food and Feed Complaints

The demand on the service for 2019-20 is detailed above in 2.4. It is anticipated that the number of complaints received in 2019-20 will be similar to those received in previous years.

All food complaints will be allocated in accordance with Officers inspection area and for feed to the Lead Feed Officer for onward referral to Essex County Council.

Investigations of service requests/complaints will be based on intelligence and will be proportionate to the risk.

3.3 Primary Authority Partnership and Home Authority Scheme

The Council does not have any formal arrangements in place for food hygiene, standards or feeding-stuffs. The Enforcement Policy requires all Officers to give consideration to any partnerships and formal intervention strategies prior to taking enforcement action. As part of an informal Home Authority arrangement this authority will continue to undertake sampling for examination of the cockle processing establishments in liaison with the City of London Corporation Port Health Authority.

All Officers have access to the Primary Authority Scheme website and will adhere to inspection plans or priorities identified through this scheme.

The team will explore Primary Authority opportunities during the coming year. Training on the scheme has already been arranged to support this activity.

3.4 Advice to Business

The level of demand from businesses last year is included in section 2.4 but does not take account of advice given during inspection. Advice to businesses will continue to be given particularly in respect of EU Exit issues, and to our obligations under both the FHRS and the Regulators' Code to assist businesses to grow, and for those within the FHRS to achieve a higher rating.

Ad-hoc advice will be given on request and where necessary businesses will be advised of specialist support that they can obtain for themselves. Further improvements will be made to the Council's web pages to provide advice to businesses and links to other providers of businesses.

Regulatory Services has supported the Economic Development team (EDT) by providing advice at events organised by EDT. The team has also supported businesses through bringing attention to grants that are available for business development and energy efficiency.

Details of what to expect during an inspection are included on the reverse of the inspection report which is left on site following an inspection together with the officer's contact details. Advice is also given on any further correspondence and will include the officer's contact details.

3.5 Feed and Food Sampling

The food sampling policy is set out in the Food Team Manual. The Regulatory Services Team will continue to participate in the Essex Food Group programme as well as take samples to support local work. It is planned that sampling will be undertaken in accordance with the sampling plan (Annex 2). Enforcement Officers support this work.

PHE continues to provide a free allocation for microbiological sampling but there is no funding available this year from the FSA to support national priorities. Where resources allow the team will participate in the East of England Trading Standards Association (EETSA) programme undertaking compositional food sampling and standards as well as taking samples in support of local work. The team will complete a local project for imported foods. Where necessary sampling will be undertaken to support businesses with respect to EU Exit and where there are emerging risks.

The details for the returns of the sampling information will be uploaded manually to the Local Authority Enforcement Monitoring System (LAEMS) return.

Samples for food examination will be submitted to PHE Laboratory at Colindale and samples for food to Public Analyst Scientific Services Limited. The nominated Agricultural Analyst for feed is the same as Essex Trading Standards (ETS), so that any samples taken on our behalf will be submitted alongside ETS samples.

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

Investigations will be undertaken of outbreaks; other incidents of suspected food poisoning will be monitored and responded to if necessary. The demand for last year is detailed in 2.4 and it is expected to be similar for this year. There are working instructions that detail the responses to be made. The Council has signed up to the Memorandum of Understanding Outbreak Control Plan.

Pandemic flu or similar will increase the demand on time and will result in a reduction in the pro-active programme.

3.7 Incidents

Regulatory Services continues to respond to incidents of illegal harvesting of oysters from the foreshore. Oysters are removed from the food chain where commercial harvesters have been unable to demonstrate that the oysters will be subject to the correct controls.

There are working instructions for incidents in the Food Team Manual and the Feed and Food Law Codes of Practice. Where required by the FSA or the Department for the Environment, Food and Rural Affairs (DEFRA) resources will be provided which will result in a reduction in the pro-active programme.

Resource may also be required to support the Council's emergency control plan.

3.8 Liaison with Other Organisations

The Council will continue to participate locally in liaison arrangements with:

- The Essex Food Liaison Group (including microbiological sampling);
- EETSA Food Group;
- EETSA Feed Group;

- Essex Occupational Health and Safety Group;
- Thames Liaison Group for Shellfish;
- Food Hygiene Focus Group;
- Essex Environmental Health Managers Group;
- Public Health England;
- Planning Major Projects Board.

The Council will work with national bodies as appropriate, Food Standards Agency, Chartered Trading Standards Institute, Chartered Institute of Environmental Health, Department for Environmental, Food and Rural Affairs, Department for Business, Energy and Industrial Strategy, Local Government Association.

3.9 Promotional Work and other non-official controls interventions for food and feed

Participation will be as part of a larger exercise organised nationally or through Essex County, these will be evaluated in line with corporate objectives.

Support of initiatives identified through the public health agenda including those identified in action plans for Health and Wellbeing. This will include, the promotion of the Healthy Eating Awards and delivery of the Responsibility Deal with PHE where funding has been made available.

Regulatory Services will also participate in:

- Health Promotion Events organised by SBC;
- Targeted events.

Any promotional work undertaken will be evaluated to measure its effectiveness. The service has supported targeted area joint operations which have been arranged between the Council and partners, scheduling statutory activities at these locations on these days.

The team utilises resources to support leisure events across the town, though participating on the Safety Advisory Group and inspecting at events previously identified as higher risk.

4 Resources

4.1 Financial Allocation

| | £ Budget 2019-20 |
|--|---|
| Travel and Subsistence | 2,120 |
| Equipment | 0 (there would be budget available is required) |
| IT & Legal (included in management, administration and technical services) | 0 (there would be budget available if required) |
| ¹ Sampling Budget | 7,000 |
| Staffing Costs | 216,00 |
| Additional funding from Centre (oyster enforcement) | 11,300 |

¹(Microbiological samples are taken as part of our free allocation with PHE.)

4.2 Staffing Allocation

| Staff | FTE 2015-16 | FTE 2016-17 | FTE 2017-18 | FTE 2018-19 |
|-----------------------------------|--------------|-------------|-------------|------------------------|
| Management Food and Feed | 0.5 | 0.5 | 0.5 | 0.5 |
| Regulatory Services Officers Food | 3.7 | 3.7 | 3.7 | 3.5 |
| Enforcement Officers Food | 0.52 | 0.49 | 0 | 0.5 |
| Contracted food inspections | Not recorded | 0.31 | 0.35 | 0.3 |
| Total Officers | 4.72 | 4.9 | 4.55 | 4.8 |
| Administration | 1.1 | 0.6 | 0.6 | 0.6 |
| Regulatory Services Officers Feed | 0.03 | 0.09 | 0.09 | Contracted service out |

4.3 Staff Development Plan

Training will be identified as part of the appraisal system to meet the needs of the service to be delivered. Registered Environmental Health Practitioners are responsible for managing their own CPD training which will mostly be provided externally and funded by the Council.

Continued assessment of competencies in line with the Code of Practice is undertaken as part of the Council's appraisal system.

Officers who support areas of food, feed, infectious disease and legal processes will receive appropriate training which will be provided both in-house and externally as appropriate.

One Enforcement Officer is undertaking work to complete their log book. Officers will be supported to complete log books, their learning portfolios and professional interviews. Support will be given to these trainees to help them to achieve their registration.

4.4 Projected resource required to deliver programme

| Activity (does not include Business Support time) | FTE |
|---|------|
| Food Hygiene Inspections | 1.86 |
| Approved Premises | 0.04 |
| Food Standards (if undertaken at time of food hygiene inspection) | 0.4 |
| Revisits to check compliance / FHRS | 0.03 |
| Service Requests | 0.4 |
| Events applications | 0.23 |
| HA / Primary Authority | 0.01 |
| Advice to Business | 0.21 |
| Formal action | 0.1 |
| Co-ordination liaison | 0.07 |
| Promotional work | 0.01 |
| Sampling activities | 0.11 |
| Food poisoning (does not take into account outbreak) | 0.23 |
| Incidents (including illegal harvesting of oysters) | 0.5 |
| Training for competency (Code of Practice requirement) & internal | 0.13 |
| Auditing | 0.05 |
| Management of activities (service and improvements) | 0.9 |
| Total Food (excluding dedicated administration) | 5.46 |
| All Feed Activities | 0.09 |

There is resource available to undertake contracted food inspections to assist with meeting the FLCoP requirements on high risk interventions to be completed in year. Feed inspections are being funded through the EETSA Feed Group.

5 Quality Assessment

5.1 Quality Assessment and Internal Monitoring

The Council participated in the Essex Food Group internal audits against the Brand Standard in 2015. An action plan was developed and implemented. Audit procedures were updated to include checks for Brand Standard compliance. The team continues to participate in the data cleansing programmes managed through the FSA and has completed all exercises this year.

The FSA undertook a thematic audit of the Council's food enforcement programme in December 2012. An Action Plan was agreed with Council and has been implemented. Progress against the Action Plan has been reported to the FSA. The audit review by the FSA was completed in April 2014 and the service has been signed off as compliant.

A Data Protection Audit took place in November 2012 and there were no issues raised.

There is an internal audit team within the Council who select areas for review on an annual basis. There is also Member scrutiny through the scrutiny process as appropriate. An audit of the Regulatory Services restructure was carried out during 2013 and a further audit is to be scheduled.

6 Review

6.1 Review against the Service Plan 2018-19

There is continued support for report writing and there are a range of performance reports available.

Food Safety:

| FSA Category | Numbers Due | % Achieved |
|---|-------------|------------|
| A | 5 | 100 |
| B | 99 | 100 |
| C | 287 | 100 |
| D | 362 | 87 |
| E | 326 | 16 |
| Unrated (includes changes in year) | 184 | 74 |

There have been difficulties in recruiting to vacant posts for some time within the food team and have had to resource additional contracted inspections to assist with the programme. 100 percent of all A, B and C rated inspections for food hygiene were completed this year and whilst the percentage of D rated premises inspected was lower than last year, all premises undertaking higher risk activities were inspected.

Priority was given to targeting the high risk interventions required and responding to customer complaints. This has resulted in the alternative enforcement strategy for E-risk premises and the review of no inspectable risk premises not being completed as anticipated.

74% of unrated food hygiene inspections and 69% of food unrated food standards inspections were completed, these premises were prioritised. The majority of those that were not inspected were assessed by the team as undertaking low risk activities.

Food Standards:

| FSA Category | Numbers Due | % Achieved |
|------------------------------------|--------------------|-------------------|
| A | 1 | 100 |
| B | 92 | 60 |
| C | 646 | 65 |
| Unrated (includes changes in year) | 123 | 68 |

Food standards inspections were not targeted in line with the Service Plan, apart from the A-risk premises. Medium and low risk food standards inspections are completed at the same time as the food hygiene inspections. The team continued to prioritise food standards inspections that were due, overdue, or due before the next food hygiene inspection.

All A-risk premises were inspected; there was a reduction in the % of B risk inspections achieved and a slight increase in the % of C risk inspections achieved. There were more unrated food hygiene inspections completed than food standards inspections. Monitoring will be undertaken to ensure that both initial inspections are undertaken at the same time.

Feed Premises Profile as at 31 December 2018 (for the 2018-19 inspection programme):

| Category of Premises | No. |
|---------------------------------|-----|
| Pet Food Manufacturers R06 | 4 |
| Supplier of Surplus Food R07 | 19 |
| Distributor R05 | 1 |
| Total | 24 |

Inspections completed in line with the desk-top study at 31 December 2017

| Category | No. In category | Due 2017-2018 | Completed | % Achieved |
|-----------------|------------------------|----------------------|------------------|-------------------|
| R7 | 19 | 3 | 3 | 100 |
| R6 | 5 | 1 | 1 | 100 |
| R12 | 1 | 0 | 0 | 100 |

To resolve the time element of the training and enforcement for feed this part of the service has been contracted out.

Enforcement in Food Premises:

| | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
|---|----------------|----------------|----------------|----------------|
| <i>Prosecutions</i> | 0 | 0 | 3 | 0 |
| <i>Simple Cautions</i> | 0 | 0 | 0 | 1 |
| <i>Improvement Notices</i> | 9 | 7 | 17 | 15 |
| <i>Prohibitions & Voluntary Closures</i> | 0 | 3 | 1 | 0 |
| <i>Seizure and Detentions (including voluntary surrender)</i> | 8 | 11 | 12 | 15 |
| <i>Remedial Action and detention notices</i> | 0 | 0 | 0 | 1 |

The team continues to disrupt the illegal harvesting and undertakes voluntary surrenders of oysters from the seafront. There has been an increase in the number of improvement notices served to remedy contraventions.

Requests

| | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
|----------------------------------|----------------|----------------|----------------|----------------|
| <i>Food Safety and Standards</i> | 555 | 619 | 701 | 553 |
| <i>Infectious Disease</i> | 221 | 254 | 201 | 284 |

Sampling

| | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| <i>Microbiological Samples Taken</i> | 188 | 164 | 215 | 214 |
| <i>Analytical Samples Taken</i> | 0 | 0 | 13 | 34 |

There was a slight increase in the number of microbiological samples taken and team continues to support national schemes and local priorities. There were no samples taken for analytical testing and there were no samples required to be taken for feed analysis in 2018-19.

Improvements have been made to the integration of service requests with the Uniform system and there is currently an online integrated development project underway for reporting complaints. There are procedures in place for the use of the system and enhanced reporting tools available.

Questionnaires continue to be used as a method of assessing the risk of the activities of unrated Home Caterers. This group tends to operate sporadically and often do not continue their operation. Undertaking the questionnaires enables the team to target the higher risk activities for inspection within 28 days of opening. Home Caterers already on the inspection cycle will be inspected in

line with the priorities detailed in 3.1. Home Caterers assessed as undertaking low risk activities will be inspected outside of these time scales.

The Council has continued to participate in the FHRS. Support has been given to the national campaigns around raising the profile of this scheme and has undertaken data cleansing exercises as required by the FSA.

The Council has continued to use of Social Media through a Facebook page to inform business of emerging issues, including reinforcing the FHRS; publicising campaigns and informing members of where a business achieves a five under that scheme.

There has been a contribution through working with PHE, providing details of suitable premises for healthy eating interventions. GIS mapping has been developed to enable PHE to see the proximity of take-away premises to schools and play areas so that further targeting can be carried out.

Officers have continued to support enforcement activity in relation to illegal oyster harvesting and disrupting that activity.

There is continued support of the Safety Advisory Group which provides guidance to event applicants.

The service has undertaken a review of the animal feed arrangements and has formalised an arrangement with Essex County Council to deliver the NTS animal feed inspection programme.

6.2 Identification of any Variation from the Service Plan 2018-19

An alternative intervention strategy was not been implemented for E rated premises because of an unfilled post.

The service has been carrying vacancies through the year. The contracted inspection programme has been formalised with a 3 year arrangement with a provider. There has also been acting up opportunities within the team where cover has been required.

6.3 Areas for Improvement

- Continue to improve the use of the database;
- Continued improvement of remote working facilities to integrate paperwork for inspections;
- Improved reporting tools are being developed for performance management purposes;
- Continue to maximise use of Uniform;
- Utilise Uniform to report electronically the sampling element of the LAEMS;
- Standardising work where possible and process improvements.
- Continue to vet and prioritise new premises inspections;

- Training of Officers to support work areas and identified competency requirements;
- Determine where 'other official controls' are possible and how IT would need to be mapped to report this;
- It is planned to review the arrangement for childminders to determine whether Regulatory Services needs to hold their details on our database and whether an intelligence-based approach for interventions can be developed;
- Develop the process for alternative enforcement for low risk food hygiene interventions and to include an alternative enforcement approach for food standards;
- Work with businesses to identify service needs, including the continued participation in the Better Business for All agenda;
- Integration on Uniform for all feed establishments and process controls.

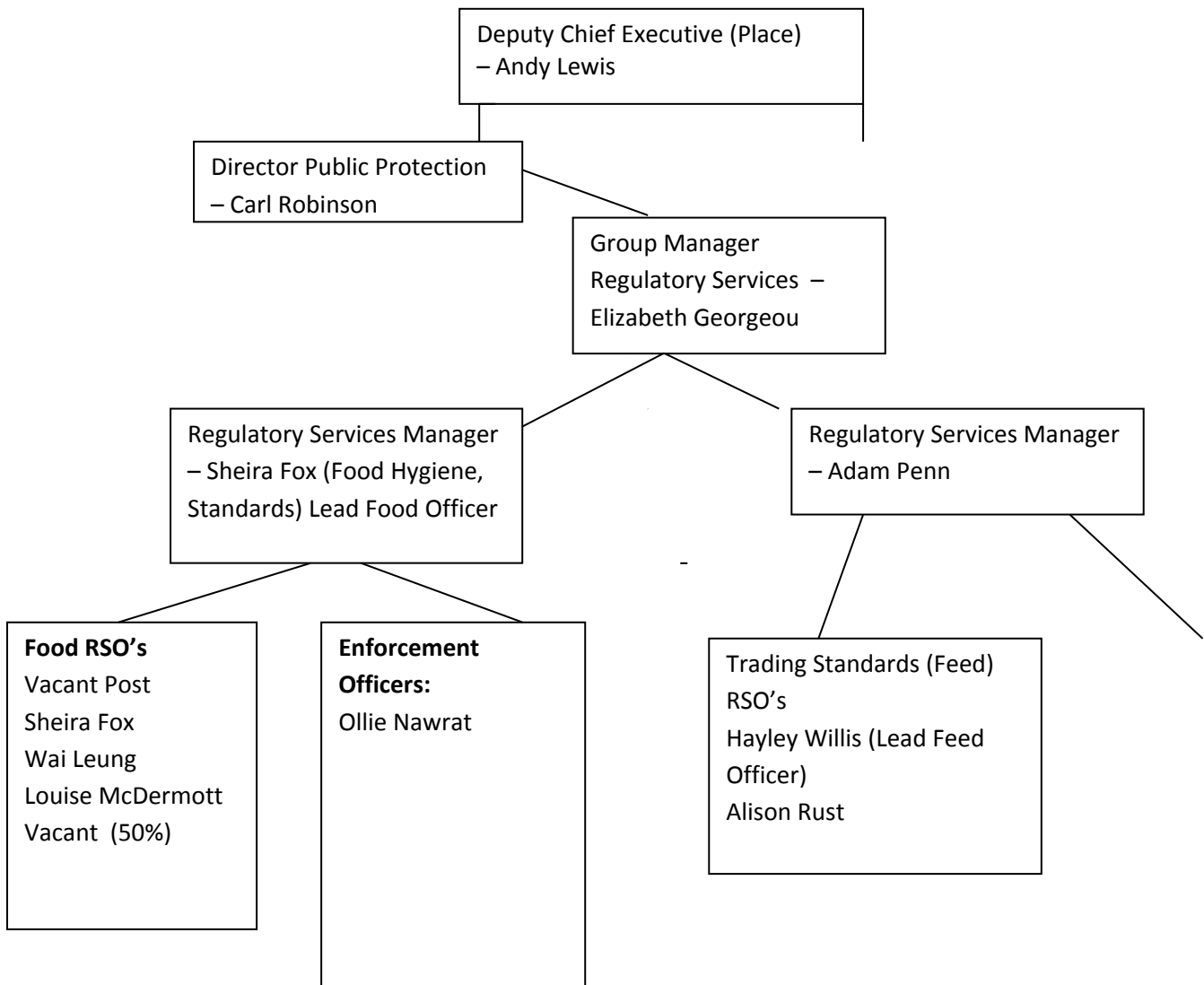
Annex 1

Leader and Cabinet Portfolio for Community Safety:

Leader Tony Cox

Community Safety: Daniel Nelson

Food Service – Officers undertaking food work only:



**SOUTHEND-ON-SEA BOROUGH COUNCIL
SAMPLING PROGRAMME; 1st April 2019 – 31st March 2020**

Samples will be collected from the reception or post room around 3.30pm.
Sampling will take place fortnightly, unless otherwise agreed with PHE lab.

| Microbiological Sampling Dates | | | |
|--------------------------------|---|-----------------|------------------------------------|
| Weds | Sampling Projects In-house, HPA, FSA funded, Eastern Region | Approved | Cockles (June- Oct) |
| 03/04/2019 | In-house rte seafood, dressed crab etc | | |
| 17/04/2019 | In-house rte seafood, dressed crab etc | YES | |
| 01/05/2019 | In-house rte seafood, dressed crab etc *RESAMPLES* | | |
| 15/05/2019 | In-house scooped & machine ice cream (including factories) | | |
| 29/05/2019 | In-house scooped & machine ice cream | | |
| 12/06/2019 | In-house scooped & machine ice cream | | |
| 26/06/2019 | PHE Study 67 MAP/ Vac packed Foods | | |
| 10/07/2019 | PHE Study 67 MAP/ Vac packed Foods | | |
| 24/07/2019 | *RESAMPLE* In-house Environmental Swabs, cloths and food containers | | |
| 07/08/2019 | In-house Environmental Swabs, cloths and food containers | | |
| 21/08/2019 | In-house Environmental Swabs, cloths and food containers | YES | |
| 04/09/2019 | In-house ready to eat foods from Production Kitchens/ factories | | |
| 18/09/2019 | In-house ready to eat foods from Production Kitchens/ factories | | |
| 02/10/2019 | In-house ready to eat foods from Production Kitchens/ factories | | |
| 16/10/2019 | In-house Listeria shopping basket i.e. pate, soft cheese, smoked fish, sandwiches | | |
| 30/10/2019 | In-house Listeria shopping basket i.e. pate, soft cheese, smoked fish, sandwiches | | |
| 13/11/2019 | In-house Listeria shopping basket i.e. pate, soft cheese, smoked fish, sandwiches | | |
| 27/11/2019 | In-house seasonal food i.e. gravy, sliced meat, chocolate coated products | YES | |
| 11/12/2019 | In-house seasonal food i.e. gravy, sliced meat, chocolate coated products | | |
| 22/01/2020 | PHE Study 68 Raw Milk Cheese | | |
| 05/02/2020 | PHE Study 68 Raw Milk Cheese | | |
| 19/02/2020 | In-house ready to eat ambient/ chilled veg/ vegan foods | | |
| 04/03/2020 | In-house ready to eat ambient/ chilled veg/ vegan foods *RESAMPLES* AND Water samples (Event) | | |
| 18/03/2020 | Emerging issues *RESAMPLES* AND Water samples (Event) | | |

Vegetarian/ Vegan foods: kefir, cold pressed seeded etc products, vegan cakes, coleslaw

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To An Extraordinary Meeting of the Council

Notice of Motion

Traveller Incursions In The Borough

This Council shares public concern about travellers illegally occupying public open spaces and other areas in the Borough. Whenever travellers are evicted by the Council from one site they move on to occupy another available site in the vicinity.

This has been going on for many months at the expense of public funds. The process of undertaking travellers' needs assessments, court orders and injunctions is not only costly and time consuming but also causes a good deal of inconvenience and anxiety to the local residents. Subsequent cleaning up and securing of the sites after the travellers' eviction is achieved at further expense to the taxpayer.

By their very nature, our public open spaces need to remain open and accessible to residents. Whilst the council uses a number of methods to seek to prevent illegal encampments on our public open spaces, this is difficult to achieve without stopping residents from accessing them.

The council therefore seeks to achieve a balance between actively discouraging illegal encampments and maintaining access for residents from those who are determined to set up illegal encampments without affecting residents' rights of access to their public open spaces.

A strong partnership approach to illegal encampments on our public open spaces between the council and the police is required. Police action can speed up the eviction process and we are dependent on the police service's ability to continue to support us in this way.

This Council therefore resolves that it should:

1. Take a proactive approach and take any additional measures that are required to secure our public open spaces in the borough by working closely with the business community, councillors and local residents on cost effective, practical and innovative solutions that help prevent illegal encampments whilst maintaining access for residents where possible.
2. Continue to adopt a strong stance in order to permanently prevent travellers from illegally occupying public spaces in the future
3. Take measures to improve communication with local residents when unauthorised encampments do occur, to ensure clear and regular communications that our councillors distribute to residents where such issues have arisen in their wards.

4. Officers seek through the Courts a borough wide injunction to deter illegal encampments and ensure their swift removal.

Proposed By: Cllr Cox
Cllr Davidson

Seconded By Cllr Boyd
Cllr Bright
Cllr Buck
Cllr Burzotta
Cllr Dear
Cllr Evans
Cllr Folkard
Cllr Garne
Cllr Garston
Cllr Habermel
Cllr Jarvis
Cllr McGlone
Cllr Moring
Cllr Nelson
Cllr Salter
Cllr Walker

Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

25th June 2019

Agenda
Item No.

Louisa Thomas – Data & Insights Analyst

End of Year Performance Report 2018/19

Cabinet Member: Councillor Gilbert

All Scrutiny Committees

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To report on the end of year position of the Council's corporate performance for 2018/19.

2. Recommendations

- 2.1 To note the 2018/19 end of year position and accompanying analysis; and

3. Background

- 3.1 The Council's Monthly Performance Report (MPR) has provided members, staff and public with an overview of Council performance in key areas relating to customers, staff, finance and projects. The content is reviewed each year, based on what has been identified as requiring particular focus for that year.
- 3.2 The MPR has been monitored each month by service groups, Departmental Management Teams and Corporate Management Team, and at each meeting of Cabinet and each Scrutiny Committee. Each assesses whether performance is on or off target - enabling appropriate action to be taken. This report outlines performance and provides some analysis for the end of year position up to March 2019 of the corporate performance indicators which are reported in the MPR.
- 3.3 The analysis focuses on:
- The performance against targets;
 - The performance against previous years' performance and
 - the performance and benchmarking against comparable authorities (where this is available)

- 3.4 **Appendix 1** provides detail of the 2018/19 outturn with a commentary against individual indicators, including, where available, comparative performance information against other local authorities.
- 3.5 Corporate performance monitoring and management has been an important element of the Council's improvement journey and, to provide more contextual information, **Appendix 2** provides an overview of this improvement over recent years.
- 3.6 In considering corporate performance for 2018/19, account should be made of a number of contextual issues, including:
- the on-going challenging economic climate
 - the challenge of maintaining rates of improvement after periods of sustained better performance.
 - other new commitments and priorities.

4. **Summary of performance in 2018/19**

- 4.1 Despite the challenges outlined above, the Council continued to perform well in 2018/19. In addition, benchmarking analysis indicates that in many areas the council performs better than similar authorities and our statistical neighbours. The following points are of particular note:
- 21 of the 29 (72.4%) performance indicators met their year-end targets
 - The 'Rate of children subject to a Child Protection Plan per 10,000 population under 18', met target
 - The proportion of children in good or outstanding schools has met target
 - Adult Social Care outcomes performed well in:
 - The proportion of adults with a learning disability in paid employment
 - Adults in contact with secondary mental health services who live independently with or without support, has seen an improvement on last year and continues to be well above the England average.
 - Delayed transfers of care from hospital, and those which are attributable to adult social care exceeded the set target and the national benchmark.
 - The number of reported missed collections represents a 0.03% missed rate against 1.4m collections per month.
 - All three of the planning indicators came over above the 'All Unitary Average' for England.
 - Participation and attendance at council owned/affiliated cultural and sporting activities, events and visits to the Pier, has another successful year.
 - The percentage of Council Tax collected and Non-Domestic Rates both met their targets, which are both above the 'All Unitary Average' for England.

5. Corporate Performance reporting for the future

- 5.1 The corporate performance for 2019/20 onwards shall support the Southend 2050 Road Map and supporting documentation; this is outlined in the Southend 2050 Performance Framework Report.

6. Reasons for Recommendation

To reflect on the corporate performance for 2018/19 and to now drive the delivery of the Southend 2050 ambition, through robust and strategic performance management arrangements of which are mentioned in the Southend 2050 Performance Framework Report.

7. Corporate Implications

Contribution to Council's Ambition & corporate priorities:

To strategically monitor the council's corporate performance and achievements against the 2050 Road Maps and Outcomes.

8. Financial Implications

There are no financial implications.

9. Legal Implications

There are no legal implications.

10. People Implications

People implications are included in the monitoring of performance relating to the council's resources where these relate to the Council's priorities.

11. Consultation

Performance Indicators relating to the Council's priorities included in the MPR are as included in the Corporate Plan, which was developed through consultation. The new performance framework and measures to be included in future performance reporting are included in the Strategic Delivery Plans which were developed through extensive consultation and engagement to articulate the Southend 2050 ambition.

12. Equalities Impact Assessment

The priorities and outcomes contained with the Corporate Plan are based upon the needs of Southend's communities. This has included feedback from consultation and needs analyses.

13. Risk Assessment

The Corporate Risk Management Framework shall be managed alongside the new monitoring for corporate performance. This information shall form part of the new corporate risk register that is managed by the Audit Team.

14. Value for Money

Value for Money is a key consideration of the Southend 2050 Performance Framework, including the outcome-based investment work, to help assist in identifying Value for Money from services.

15. Community Safety Implications

Performance Indicators relating to community safety are now included in the Strategic Delivery Plans as well as the Southend 2050 – Annual Place based Report.

16. Background Papers

16.1 Monthly Performance Reports (MPRs) from April 2018 to March 2019.

17. Appendices:

17.1 Appendix 1: Corporate Performance Indicators – Year End 2018/19

17.2 Appendix 2: Southend-on-Sea Borough Council Improvement Journey

APPENDIX 1

Corporate Performance Indicators - Year End 2018-19

Comparative information, in most cases, is with all unitary authorities in England or with the appropriate 'family' group (eg those authorities with characteristics that are most similar to Southend). The majority of benchmarking data is from 2017/18 as data for 2018/19 from other authorities is not yet available – although this still offers a good indication into how our performance is progressing.

| MPR Code | Short Name | Minimise or Maximise | Year End 2018/19 | Annual Target 2018/19 | Outcome | Comments / Benchmarking |
|----------|--|----------------------|------------------|-----------------------|---------|---|
| CP 1.1 | Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot] | Goldilocks | 43.72 | 38-48 | Met | England Benchmark (2017/18) – 45.0 Statistical Neighbours (2017/18) – 55.0 |
| CP 1.2 | Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot] | Goldilocks | 81.04 | 57-67 | Not Met | England Benchmark (2017/18) – 64.0 Statistical Neighbours (2017/18) – 69.0 |
| 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 | 94.5% | 95% | Not Met | Benchmarking not available The 2018/19 outturn is 94.5% and did not achieve the set target of 95%. The underperformance is equivalent to 2 children. There are no national or neighbour benchmarks to compare against. This month has shown a further increase and we are at the highest rate ever. This is still an area of focussed work with staff and managers and the improved outturn from 84.4% demonstrates this. This is also reported on a weekly basis and assurance is given that children are being appropriately safeguarded. |
| 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 | 96.8% | 95% | Met | Benchmarking not available The 2018/19 outturn is 96.8% and achieved against the set target of 95%. There are no national or neighbour benchmarks to compare against. Is above target but this continues to be an area of focus and is monitored on a weekly basis and managers provide reassurance that all children not visited in timescales |

| MPR Code | Short Name | Minimise or Maximise | Year End 2018/19 | Annual Target 2018/19 | Outcome | Comments / Benchmarking |
|----------|--|----------------------|------------------|-----------------------|----------------------|--|
| | | | | | | are appropriately safeguarded. Activity continues to ensure that the visits are consistently of a high quality. |
| CP 2.2 | % acceptable standard of cleanliness: litter [Cumulative YTD] | Aim to Maximise | 94% | 94% | Met | The litter cleansing target set for 2018/19 has been achieved for litter. The annual cleansing target was set exceptionally high and by having achieved this, it depicts that a very high level of overall cleansing performance is being achieved right across the borough, which is a testament to the excellent street cleansing work being undertaken by Veolia to achieve these exceptional standards of cleanliness in Southend. |
| CP 2.3 | Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD] | Aim to Maximise | TBC | 46.38% | TBC (Q2 – 48.50%) | The recycling figure for Apr-June 2018 is still to be validated. However, the non-validated figure is on target to meet the end of year recycling target of 46.38% Results for Quarter 2 – 48.50% |
| CP 2.4 | Number of reported missed collections - per year value [Cumulative YTD] | Aim to Minimise | 7,177 | 8,000 | Met | The annual missed collection target has been achieved and this demonstrates a high level of quality performance from Veolia in relation to all waste collection operations. |
| 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 | 81.9% | 74% | Met | England Benchmark (2017/18) – 57.0% Statistical Neighbours (2017/18) – 56.0% |
| 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 | 61.1% | 88.7% | Not Met | England Benchmark (2017/18) – 82.9% Statistical Neighbours (2017/18) – 81.8% |

| MPR Code | Short Name | Minimise or Maximise | Year End 2018/19 | Annual Target 2018/19 | Outcome | Comments / Benchmarking |
|-----------------|--|-----------------------------|-------------------------|------------------------------|----------------|--|
| CP 3.4 | The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot] | Aim to Maximise | 33% | 33% | Met | England Benchmark (2017/18) – 28.5% Statistical Neighbours (2017/18) – 27.0% |
| CP 3.5 | Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot] | Aim to Maximise | 10.2% | 10% | Met | England Benchmark (2017/18) – 6.0% Statistical Neighbours (2017/8) - 7.5% |
| 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 | 5,670,834 | 4,400,000 | Met | 2018/19 has seen a successful year for volunteering across the Borough. Southend Cliff Lift is now open every day by volunteers adding a great new service all year round and working closely with the Pier team. |
| CP 3.7 | PHRD Public Health Responsibility Deal [Cumulative YTD] | Aim to Maximise | 44 | 40 | Met | The programme continues to engage businesses to improve the health and wellbeing of their staff and local communities. The programme is integrating with SBC economic development programmes wherever possible and engages with the Southend Business Partnership, as well as a number of other networking groups such as Chambers of Commerce etc. The programme has a focus on Small and Medium Enterprises where staff health and wellbeing is potentially quite low on their agenda prior to engagement with the PHRD. |
| CP 3.9 | Take up of the NHS Health Check programme - by those eligible [Cumulative YTD] | Aim to Maximise | 5,556 | 5,740 | Met | Targets for both invitation and health check delivery were both met and exceeded in 2018/19 which is indicative of hard and effective work from our Health Check support team in the Public Health Team and of GP practices where this has been prioritised as an effective prevention intervention. |

| MPR Code | Short Name | Minimise or Maximise | Year End 2018/19 | Annual Target 2018/19 | Outcome | Comments / Benchmarking |
|----------|--|----------------------|------------------|-----------------------|---------|---|
| 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 | 77.2% | 90% | Not Met | <p>England Benchmark (2017/18) – 77.0% Statistical Neighbours (2017/8) - 77.0%</p> <p>The 2018/19 outturn is 77.2% and did not achieve against the set target of 90%. The national benchmark is 77.0% and the neighbour's benchmark is 77.0%. Recent months have seen a more consistent performance moving towards the 90.0% target and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The average length between Apr-18 and March- 19 reduced from 16.2 days to 15.6 days which shows reduced delay. There will always be cases where delay is due to an informed practice decision and therefore missing this target on a month to month basis can be fully child centred. The important issue is the understanding of any delay and clear management oversight where this occurs.</p> |
| CP 3.11 | Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD] | Aim to Maximise | 796 | 771 | Met | <p>The Southend Stop Smoking Service undertook significant changes across 2018/19, shifting a focus towards preventative tobacco control actions as opposed to its previous sole focus on treatment (supporting stop smoking quit attempts). This is in-line with the emerging "Tackling Harmful Behaviours Strategy". The service has also increased its engagement with Vape Shops in Southend with behavioural support available to support individuals to quit smoking using e-cigarettes, as well as more traditional support available from Pharmacy and Primary Care.</p> |

| MPR Code | Short Name | Minimise or Maximise | Year End 2018/19 | Annual Target 2018/19 | Outcome | Comments / Benchmarking |
|----------|--|----------------------|------------------|-----------------------|---------|--|
| 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 | 0.54 | 1.81 | Met | England Benchmark (2017/18) – 4.30 Statistical Neighbours (2017/18) – 3.70 |
| CP 4.3 | % of Council Tax for 2018/19 collected in year [Cumulative YTD] | Aim to Maximise | 97.50% | 97.50% | Met | 2017/18 England All Unitary Average 96.54% |
| CP 4.4 | % of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD] | Aim to Maximise | 98.30% | 98.30% | Met | 2017/18 England All Unitary Average 98.08% |
| CP 4.5 | Major planning applications determined in 13 weeks [Cumulative YTD] | Aim to Maximise | 100% | 79.00% | Met | 2017/18 England All Unitary Average 87.00% |
| CP 4.6 | Minor planning applications determined in 8 weeks [Cumulative YTD] | Aim to Maximise | 98.13% | 84.00% | Met | 2017/18 England All Unitary Average 85.00% |
| CP 4.7 | Other planning applications determined in 8 weeks [Cumulative YTD] | Aim to Maximise | 98.55% | 90.00% | Met | 2017/18 England All Unitary Average 90.00% |
| CP 4.8 | Current Rent Arrears as % of rent due [Monthly Snapshot] | Aim to Minimise | 1.91% | 1.77% | Not Met | The 2018/19 outturn is 1.91% and did not achieve the set target of 1.77%. There are no national or neighbour benchmarks to compare against. The frontline teams continue to work together to tackle rent arrears at an early stage, and to support tenants in sustaining their tenancies. However as mentioned last month we are continuing to see an increase in the numbers of Universal credit (UC) claims, and there is no indication that the number of cases will reduce. We previously estimated that based on current trends that the current arrears as a % of collectable debit is likely to increase to circa 2% by the end of this financial year. I am pleased to report that with the ongoing efforts of the frontline teams that we have managed to reduce the arrears during |

| MPR Code | Short Name | Minimise or Maximise | Year End 2018/19 | Annual Target 2018/19 | Outcome | Comments / Benchmarking |
|----------|--|----------------------|------------------|-----------------------|---------|--|
| | | | | | | March, and have kept the arrears as a % of collectable debit to 1.91%. |
| CP 4.9 | Percentage of children in good or outstanding schools. [Monthly Snapshot] | Aim to Maximise | 85.8% | 82.5% | Met | England Benchmark (2017/18) – 85.0% Statistical Neighbours (2017/18) – 83.0% |
| CP 4.10 | Rate of households in temporary accommodation (TA) per 1,000 households [Cumulative YTD] | Aim to Minimise | 2.23 | 3.19 | Met | 2018/19 outturn achieved target. This data is currently only available quarterly, in line with the national statistics and monthly updates will continue. There remains pressure in this area with 176 households at the end of the month in Temporary Accommodation which is up from 163 in February. Whilst current performance is better than the set target, it should be noted that at the end of December 2017, local performance stood at 1.54 households per 1,000 households, compared to the England rate of 3.36. Both the local and national rates are increasing. This ranks Southend 99/294 reporting authorities, an improvement from 109 at the end of Sep-17 (292 reporting authorities), and the best position since June 2016 where we ranked 106. It should be noted that this relatively strong position is based on the work of the proactive approach of the team, but that considerable pressures remain. Work is underway to improve the availability of private sector properties to discharge our homelessness duty into, relieving some of the pressure on the limited social housing stocks and reducing TA occupation levels. |
| 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 | 19,547 | 19,500 | Met | Benchmarking not available |

| MPR Code | Short Name | Minimise or Maximise | Year End 2018/19 | Annual Target 2018/19 | Outcome | Comments / Benchmarking |
|----------|--|----------------------|------------------|-----------------------|---------|---|
| CP 5.4 | Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD] | Aim to Minimise | 7.50 | 7.20 | Not Met | Local Government Association Workforce Survey shows councils reported a median of 10.1 days lost per FTE employee in 2016/17 <i>*Data from the LGA for 2017/18 shall be made available in a few weeks</i> |
| CP 5.5 | Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD] | Aim to Maximise | 40,250 | 45,000 | Not Met | Benchmarking not available Due to a change in provider earlier in the year, there was a requirement to get customers to sign up to the new portal as they could not be simply migrated across. In effect we have had to start again. For 2019/20 we are looking at alternative measurements of success, as currently a count of users who are signed up to the portal does not support an outcome based approach. |
| CP 5.6 | Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD] | Aim to Maximise | 96.1% | 95% | Met | England Benchmark (2017/18) – 61.3% Statistical Neighbours (2017/18) – 57.2% |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|----------|--|---------|---------|---------|---------|---|
| CP 1.1 | Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot] | 49.2 | 58.9 | 30 | 43.72 | The 2018/19 outturn is 43.72 and fell within the expected range of between 38 - 48 per 10,000. The national benchmark is 45 and the neighbour's benchmark is 55. This is a measure of demand in the system and the key question is whether the correct children are made subject to child protection plans. We assure ourselves through a number of quality assurance mechanisms, including audit and senior management oversight (e.g. the Principal Reviewing Officer reviews all requests for initial child protection conferences). |
| CP 1.2 | Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot] | 68.3 | 71.9 | 76.7 | 81.04 | The 2018/19 outturn is 81.04 which indicates a higher level of demand than we expected for the year which was between 57 - 67 per 10,000. The national benchmark is 64 and the statistical neighbour's benchmark is 69. CLA rate remains above target has slightly increased this month. This is a total of 311 children. This rate is a demand measurement and the key question is whether the right children are brought into care. Other than children who need to become CLA in an emergency, the decision for a child to become CLA is made by the Placement Panel to ensure that all options are considered before care is agreed. This has prevented numbers escalating and, where safely, allowed other measures to be put in place to support the family. Planned work around reunification should ensure children do not remain in care for longer than necessary. This increase is in line with the national picture and is reviewed to ensure the right children become CLA at the right time. Social Worker caseloads are kept under weekly review to ensure they can effectively deliver good practice. This is an area of particular scrutiny in the revised Children's Services Improvement plan. |
| 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] | - | - | 84.4% | 94.5% | The 2018/19 outturn is 94.5% and did not achieve the set target of 95%. The underperformance is equivalent to 2 children. There are no national or neighbour benchmarks to compare against. This month has shown a further increase and we are at the highest rate ever. This is still an area of focussed work with staff and managers and the |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|---------------|--|---------|---------|---------|--------------------|--|
| | | | | | | improved outturn from 84.4% demonstrates this. This is also reported on a weekly basis and assurance is given that children are being appropriately safeguarded. |
| 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] | - | - | 87.2% | 96.8% | The 2018/19 outturn is 96.8% and achieved against the set target of 95%. There are no national or neighbour benchmarks to compare against. Is above target but this continues to be an area of focus and is monitored on a weekly basis and managers provide reassurance that all children not visited in timescales are appropriately safeguarded. Activity continues to ensure that the visits are consistently of a high quality. |
| CP 2.2 | % acceptable standard of cleanliness: litter [Cumulative YTD] | 96% | 94% | 97% | 94% | The litter cleansing target set for 2018/19 has been achieved for litter. The annual cleansing target was set exceptionally high and by having achieved this, it depicts that a very high level of overall cleansing performance is being achieved right across the borough, which is a testament to the excellent street cleansing work being undertaken by Veolia to achieve these exceptional standards of cleanliness in Southend. |
| CP 2.3 | Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD] | 47.11% | - | 45.70% | 48.50% (Q2) | Second Quarter figures for July-September 2018/19 48.5% are in line with forecasts. However, we had an exceptionally dry summer where garden waste tonnages may have affected recycling performance for the Quarter 2 period. Quarter 3 figures submitted to Defra by the 31st March 2019. Validation by Defra is expected by the end of May 2019. |
| CP 2.4 | Number of reported missed collections per year value [Cumulative YTD] | - | - | - | 7,177 | The month value of 447 missed collections represents a 0.03% missed rate against 1,476,795 collections per month. The annual missed collection target has been achieved and this demonstrates a high level of quality performance from Veolia in relation to all waste collection operations. |
| CP 3.1 | Proportion of adults in contact with secondary mental health services who live independently with or without support. (ASCOF 1H) [Monthly Snapshot] | 67.5% | 61% | 78.9% | 81.9% | The 2018/19 outturn is 81.9% and has exceeded the set target of 74%. The national benchmark is 57.0% and the statistical neighbour's benchmark is 56.0%. The methodology and collection method of the data for this indicator is currently being reviewed for introduction in the 19/20 financial year. |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|----------|---|-----------|-----------|-----------|-----------|--|
| 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] | 87.4% | 75.3% | 81.8% | 61.1% | The 2018/19 outturn is 61.1% and did not achieve the set target of 88.7%. The national benchmark is 82.9% and the neighbour's benchmark is 81.8%. Part of the underperformance is attributable to data quality within the social care information management system and the transition of business process from CareFirst to LiquidLogic earlier in the year. There is an agreed plan in place to address these matters and an improvement in performance is expected within Q2 19/20 (due to the 90 day lag). |
| CP 3.4 | The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot] | 22.2% | 30% | 29% | 33% | The 2018/19 outturn is 33% and achieved against the set target of 33%. The national benchmark is 28.5% and the neighbour's benchmark is 27.0%. The figure continues to be above the national benchmark and the teams remain on target this month. The social work teams continue to promote direct payments as a real choice for individuals to take control of how their care is personalised to meet their needs. This is promoted through the commissioning of Vibrance to support adults to employ their own care and support and the increase in our approved list of spot providers. |
| CP 3.5 | Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot] | 10.2% | 10.3% | 11% | 10.2% | The 2018/19 outturn is 10.2% and achieved against the set target of 10%. The national benchmark is 6.0% and the neighbour's benchmark is 7.5%. The current data continues to evidence the sustainment and support provided by the LD employment team and the community Learning Disabilities team, for 10.2% of individuals with a Learning Disability accessing long term support in paid employment. This figure continues to be above the national benchmark. |
| CP 3.6 | Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative YTD] | 4,321,179 | 4,368,438 | 6,303,463 | 5,670,834 | 2018/19 has seen a successful year for volunteering across the Borough. Southend Cliff Lift is now open every day by volunteers adding a great new service all year round and working closely with the Pier team. |
| CP 3.7 | PHRD Public Health Responsibility Deal [Cumulative YTD] | 43 | 48 | 42 | 44 | The programme continues to engage businesses to improve the health and wellbeing of their staff and local communities. The programme is integrating with SBC economic development programmes wherever possible and engages with the Southend Business Partnership, as |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|----------|--|---------|---------|---------|---------|---|
| | | | | | | well as a number of other networking groups such as Chambers of Commerce etc. The programme has a focus on Small and Medium Enterprises where staff health and wellbeing is potentially quite low on their agenda prior to engagement with the PHRD. |
| CP 3.9 | Take up of the NHS Health Check programme - by those eligible [Cumulative YTD] | 6,617 | 4,633 | 4,553 | 5,556 | The annual targets for both NHS Adult Health Check invitation and delivery were met in 2018/19. The target for invites was 9,993 with an actual of 10,307 achieved. The target for health checks delivered was 5,496 with an actual of 5,556 achieved. This is an improvement on 2017/18. The health checks were undertaken by GP practices in the Borough and by the Outreach provider ACE with the support of the Health Check support team members in Public Health. |
| CP 3.10 | Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD] | - | - | 55.5% | 77.2% | The 2018/19 outturn is 77.2% and did not achieve against the set target of 90%. The national benchmark is 77.0% and the neighbour's benchmark is 77.0%. Recent months have seen a more consistent performance moving towards the 90.0% target and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The average length between Apr-18 and March- 19 reduced from 16.2 days to 15.6 days which shows reduced delay. There will always be cases where delay is due to an informed practice decision and therefore missing this target on a month to month basis can be fully child centred. The important issue is the understanding of any delay and clear management oversight where this occurs. |
| CP 3.11 | Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD] | - | - | - | 796 | The Southend Stop Smoking Service undertook significant changes across 2018/19, shifting a focus towards preventative tobacco control actions as opposed to its previous sole focus on treatment (supporting stop smoking quit attempts). This is in-line with the emerging "Tackling Harmful Behaviours Strategy". The service has |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|----------------|--|---------|---------|---------|---------------|--|
| | | | | | | also increased its engagement with Vape Shops in Southend with behavioural support available to support individuals to quit smoking using e-cigarettes, as well as more traditional support available from Pharmacy and Primary Care. |
| 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] | 17 | 1.97 | 0.83 | 0.54 | The 2018/19 outturn is 0.54 and performance exceeded the set target of 1.81. The national benchmark is 4.30 and the statistical neighbour's benchmark is 3.70. Delayed transfers of care from the acute and non-acute settings for social care continued to be a high priority for 2018/19, producing a strong outturn at financial year-end. Sustained performance is achieved from a strong system leadership approach and joint initiatives with partner agencies, which have been implemented to support safe and timely discharges. Nationally released DTOC data for Mar-19 by LG Inform continues to place Southend Borough Council within the top quartile of all English single-tier and county councils. |
| CP 4.3 | % of Council Tax for 2018/19 collected in year [Cumulative YTD] | 97.2% | 97.50% | 97.50% | 97.50% | The final Council Tax collection rate for the financial year 2018/19 is 97.5%, which is equal to the collection target for the 2018/19 financial year. We have successfully recruited to the specialist roles of a Retention Officer and a Bankruptcy/ Liquidation Officer who will work on the more complex recovery cases as well as visiting properties within the borough to verify information and will ensure we have the specialisms to achieve our future collection targets. Our two contracted enforcement agents continue with very similar acceptable levels of collection. We continue to work with the support sector to assist our residents in need, setting up a joint approach with our Citizens Advice team, working with people to agree payment plans or support with applications for hardship relief or benefit claims. A wider group of our support sector is being created to assist and encourage residents to discuss and plan their finances. We also continue to work with our commercial partners using new initiatives to pursue persistent defaulters where other methods have failed through Bankruptcy and Committal court action. |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|----------|--|---------|---------|---------|---------|---|
| CP 4.4 | % of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD] | 97.8% | 98.00% | 98.60% | 98.3% | The final Business Rates collection rate for the financial year 2018/19 is 98.3%, which is equal to the collection target for the 2018/19 financial year. We continue to pursue several large outstanding accounts for both current year and previous year's arrears where we are seeking professional legal advice, which has recently seen some very encouraging results. To date we have awarded 298 businesses with the new retail discount out of the 680 letters that have been issued. This relief is for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of the discount will be one third of the bill after other mandatory and discretionary reliefs have been applied. |
| CP 4.5 | Major planning applications determined in 13 weeks [Cumulative] | 90.90% | 93.54% | 97.87% | 100.00% | Now that the service is fully staffed it is in a position to achieve the level of performance identified by the challenging targets. This represents a continuing focussed performance on determining planning applications. This has been delivered despite the Group receiving more than a hundred additional planning applications compared to the previous year, and reliance upon temporary staff to cover vacancies. |
| CP 4.6 | Minor planning applications determined in 8 weeks [Cumulative] | 90.77% | 90.00% | 97.22% | 98.13% | |
| CP 4.7 | Other planning applications determined in 8 weeks [Cumulative] | 95.48% | 94.71% | 94.65% | 98.55% | |
| CP 4.8 | Current Rent Arrears as % of rent due [Monthly Snapshot] | 1.37% | 1.35% | 1.43% | 1.91% | The 2018/19 outturn is 1.91% and did not achieve the set target of 1.77%. There are no national or neighbour benchmarks to compare against. The frontline teams continue to work together to tackle rent arrears at an early stage, and to support tenants in sustaining their tenancies. However as mentioned last month we are continuing to see an increase in the numbers of Universal Credit (UC) claims, and there is no indication that the number of cases will reduce. We previously estimated that based on current trends that the current arrears as a % of collectable debit is likely to increase to circa 2% by the end of this financial year. I am pleased to report that with the ongoing efforts of the frontline teams that we have managed to reduce the arrears during March, and have kept the arrears as a % of collectable debit to 1.91%. |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|----------|--|---------|---------|---------|---------|--|
| CP 4.9 | Percentage of children in good or outstanding schools. [Monthly Snapshot] | 83.1% | 84.71% | 86.1% | 85.8% | <p>The 2018/19 outturn is 85.8% and achieved against the set target of 82.5%. The national benchmark is 85.0% and the neighbour's benchmark is 83.0%. The figure at the end of the year remains above target at 85.8 % of pupils attending a good or outstanding school. in the final reporting month of the year, the YMCA free school was inspected and judged to be good (previously good). As a Council, we robustly track the performance and possible OFSTED inspection for all schools and settings, and actively support schools in preparation for an imminent inspection. Increasingly, as more school become 'good', the ability to convert a school that is either inadequate or requires improvement to be judged good is infrequent, and therefore the 5 against this measure will only fluctuate periodically. We will continue to work with schools and MATs to support their improvement journey, including the three secondary school project announced recently.</p> |
| CP 4.10 | Rate of households in temporary accommodation (TA) per 1,000 households [Cumulative YTD] | - | 75 | 140 | 2.23 | <p>2018/19 outturn achieved target. The data is currently only available quarterly, in line with the national statistics and monthly updates will continue. There remains pressure in this area with 176 households at the end of the month in TA which is up from 163 in Feb. Whilst current performance is better than the set target, it should be noted that at the end of Dec-17 local performance stood at 1.54 households per 1,000 households, compared to the England rate of 3.36. Both the local and national rates are increasing. This ranks Southend 99/294 reporting authorities, an improvement from 109 at the end of Sep-17 (292 reporting authorities), and the best position since Jun-16 where we ranked 106. It should be noted that this relatively strong position is based on the work of the proactive approach of the team, but that considerable pressures remain. Work is underway to improve the availability of private sector properties to discharge our homelessness duty into, relieving some of the pressure on the limited social housing stocks and reducing TA occupation levels.</p> |

| MPR Code | Key Indicators | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Comments |
|----------|--|---------|---------|---------|---------|--|
| CP 5.1 | Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative YTD] | 18,304 | 17,277 | 26,741 | 19,547 | 2018/19 has seen a successful year for volunteering across the Borough. Southend Cliff Lift is now open every day by volunteers adding a great new service all year round and working closely with the Pier team. |
| CP 5.4 | Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD] | 6.99 | 7.30 | 7.14 | 7.50 | The council for the last 12 months the average days lost per FTE was 7.50 days which was 0.30 days above the sickness absence target. The HR advisory team continue to offer training to line managers and provide support and advice. A new health & wellbeing service has been introduced which will encourage communication between the provider and the manager to seek a quicker return to work. |
| CP 5.5 | Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD] | - | 25,483 | 36,705 | 40,250 | <p>Due to a change in provider earlier in the year there was a requirement to get customers to sign up to the new portal as they could not be simply migrated across. In effect we have had to start again.</p> <p>For 2019/20 we are looking at alternative measurement of success as a count of users who are signed up to the portal does not support an outcome based approach.</p> |
| CP 5.6 | Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD] | - | - | 58.7% | 96.1% | The 2018/19 outturn is 96.1% and achieved against the set target of 95%. The national benchmark is 61.3% and the neighbour's benchmark is 57.2%. The outturn of the % pupils receiving their EHCP within the required timeframe is above target at 96.1%. In view of the very low starting point, this significant improvement has been sustained, and we are now performing as one of the highest in the country. However, the importance of receiving a high quality EHCP quickly is fundamental to supporting children and young people, and the measure will be retained to ensure sustainability. In addition to the timeliness, our attention has now focused on improving the quality of the EHCPs to ensure they best meet the needs of the learner. |

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Southend-on-Sea Borough Council

Report of Chief Executive To Cabinet

On
25th June 2019

Report prepared by:
Louisa Thomas – Data & Insights Analyst
and Suzanne Newman – Insights Manager

Agenda
Item No.

Southend 2050 Performance Framework Cabinet Member: Councillor Gilbert

All Scrutiny Committees A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To consider the new Southend 2050 Corporate Performance Framework for 2019/20 onwards.

2. Recommendations

- 2.1 That Council adopts the proposed Corporate Performance Framework for 2019/20 onwards as set out at **Appendix 1**.

3. Background

- 3.1 The Council's Monthly Performance Report (MPR) has provided members, staff and public with an overview of Council performance in key areas relating to customers, staff, finance and projects since 2010. The Council's Corporate Performance Framework has been reviewed to provide robust and transparent performance management to drive the delivery of the 5 Strategic Delivery Plans.

4. Southend 2050 Performance Framework

- 4.1 We propose that corporate performance for 2019/20 onwards shall consist of three different functions, to enable the council to robustly monitor and measure the progression of the desired outcomes against the five themes, which are outlined in the 2050 Road Map. The Framework is attached at **Appendix 1**.

4.2 The Corporate Performance Dashboard:

This shall be an operational dashboard reported monthly to the Cabinet and the Corporate Management Team (CMT) and relevant performance leads, replacing the previous Health Check Scorecard and Monthly Performance Report. This format shall allow Cabinet and CMT to keep focus on particular indicators as well as measuring any other priority areas, reflect on any political issues, partnerships, as well as place based information. The dashboard is hosted on the Council's performance management system to which Cabinet Members will receive access and training.

4.3 Southend 2050 – Quarterly Corporate Performance Report:

This report shall be a high level summary of the council's corporate performance and progression over the subsequent quarter on the high level strategic priorities. Outcome Delivery Teams will provide a strategic narrative once a quarter on the progress made on delivery of the Southend 2050 outcomes. The proposed format is attached at **Appendix 2**.

The recommended timetable for this report is as follows:

| | | To be presented to Cabinet: |
|-----------|-------------------------|-----------------------------|
| Quarter 1 | April – June 2019 | September 2019 |
| Quarter 2 | July – September 2019 | November 2019 |
| Quarter 3 | October – December 2019 | February 2020 |
| Quarter 4 | January – March 2020 | June 2020 |

With additional reporting aligned to the scrutiny cycle in January.

4.4 Southend 2050 – Annual Place based Report:

This shall be an annual report, and used as a tool for strategic reflection and peer accountability at partnership level.

5. Reasons for Recommendation

To drive the delivery of the Southend 2050 ambition through robust and strategic performance management arrangements.

6. Corporate Implications

Contribution to Council's Ambition & corporate priorities:

To strategically monitor the council's corporate performance and achievements against the 2050 Road Maps and Outcomes.

7. Financial Implications

There are no financial implications.

8. Legal Implications

There are no legal implications.

9. People Implications

People implications are included in the monitoring of performance relating to the council's resources where these relate to the Council's priorities.

10. Consultation

Performance Indicators relating to the Council's priorities included in the MPR are as included in the Corporate Plan, which was developed through consultation. The new performance framework and measures to be included in future performance reporting are included in the Strategic Delivery Plans which were developed through extensive consultation and engagement to articulate the Southend 2050 ambition.

11. Equalities Impact Assessment

The priorities and outcomes contained with the Corporate Plan are based upon the needs of Southend's communities. This has included feedback from consultation and needs analyses.

12. Risk Assessment

The Corporate Risk Management Framework shall be managed alongside the new monitoring for corporate performance. This information shall form part of the new corporate risk register that is managed by the Audit Team.

13. Value for Money

Value for Money is a key consideration of the Southend 2050 Performance Framework, including the outcome-based investment work, to help assist in identifying Value for Money from services.

14. Community Safety Implications

Performance Indicators relating to community safety are included in the Strategic Delivery Plans as well as the Southend 2050 – Annual Place based Report.

15. Background Papers

15.1 Monthly Performance Reports (MPRs) from April 2018 to March 2019.

16. Appendices:

16.1 Appendix 1: Southend 2050 Performance Framework

16.2 Appendix 2: Quarterly Corporate Performance Report format

APPENDIX 1

| Focus | (Operational Dashboard) Cabinet Members & CMT Corporate Performance Dashboard | Southend 2050 – Quarterly Corporate Performance Report | Southend 2050 – Annual Place based Report |
|------------------|--|--|---|
| Purpose | Cabinet & CMT to focus on key indicators, cost drivers, early warning measures and political priority areas | Political and public accountability for what the Council is directly delivering in order to achieve Southend 2050 outcomes | Overall progress to date and immediate challenges – a tool for strategic reflection and peer accountability at partnership level |
| Audience | Cabinet Members & CMT – not public | Cabinet, Public | Cabinet, Public, Partnership |
| Frequency | Monthly | Quarterly | Annual Report |
| Content | <ul style="list-style-type: none"> • Simple input / activity measures • Other measures that reflect political / partnership / place-based priorities that Cabinet Members & CMT want to keep in view • Indicative 20 measures max | <ul style="list-style-type: none"> • Output measures that reflect what the Council is directly delivering in order to achieve Southend 2050 outcomes • Indicative 15 measures max (three per theme) • Strategic delivery milestones from ODPs / roadmap | <ul style="list-style-type: none"> • Summary of key outcome measures – what is the collective impact of the Council’s outputs and the efforts of partners / communities? • Indicative 15 measures max • Strategic narrative on progress and future challenges (policy, insight, strategic risks) – focused and non-technical • Priority actions for the forthcoming year • Finance – how are we meaningfully allocating our financial resources to priority outcomes |
| Format | <u>Interactive dashboard:</u> <ul style="list-style-type: none"> • one-page exception summary and click-through for the detail • no requirement for detailed commentary on a measure-by-measure basis | <u>Formal performance report:</u> <ul style="list-style-type: none"> • One-page summary of all measures • 2 pages max per Southend 2050 theme covering KPIs, key milestones, strategic narrative at theme / outcome level. | <u>Strategic report</u> <ul style="list-style-type: none"> • Concise exec summary and overview of key metrics • Visualisations and infographics • Concise summary by Southend 2050 theme |



Permanent admissions into residential/ nursing care, per 100,000 population aged 65+

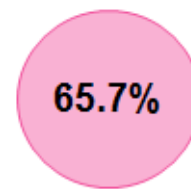


March 2019
Actual: 686.8
Target: 631

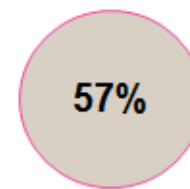


2017/18
Actual: 597.3
Target: 631

Adults accessing mental health services living independently



Southend
(March 2019)



England average
(2017/18)

Key insights:

- XXX
- XXX
- XXX
- XXX

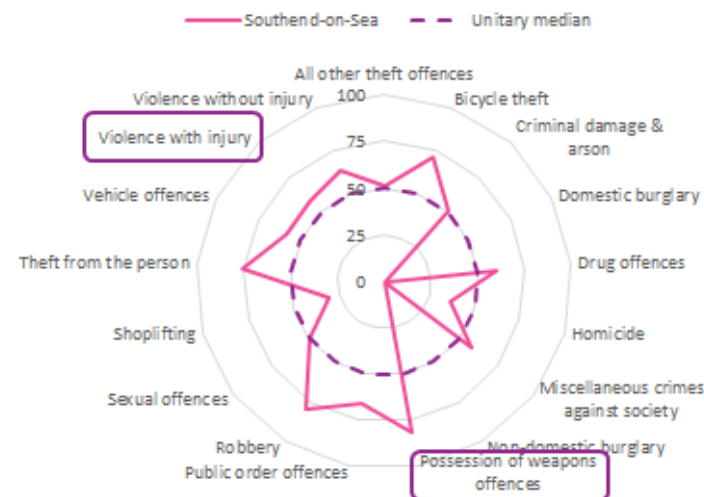
Looked After Children



LAC Change
2014/15 –
March 2019

Incidents of Crime

per 10,000 population



Homelessness

per 10,000 population



Homelessness

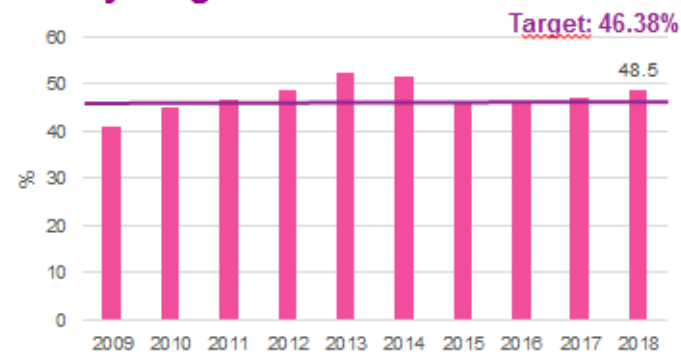
Actual: 2.23
Target: 3.19



Children in temporary accommodation

Actual: 1.5
Target: 0.8

Recycling rate





Quarter 1: Update

Future milestones

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive and Town Clerk
To
Cabinet
On
25 June 2019

Report prepared by: Andrew Barnes – Head of Internal
Audit

Risk Management

**Relevant Scrutiny Committee(s): Policy & Resources, People and Place
Scrutiny Committees**

**Cabinet Member – Cllr Woodley
A Part 1 Public Agenda Item**

1 Purpose of Report

- 1.1 To consider the 2018/19 Corporate Risk Register year end update and the proposed approach to refreshing the Corporate Risk Framework.

2 Recommendations

That Cabinet considers the 2018/19 Corporate Risk Register and the year end updates outlined in Appendix 2.

That Cabinet endorses the proposed approach to refreshing the Corporate Risk Management Framework.

3 Corporate Risk Register 2018/19

- 3.1.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.
- 3.1.2 Updates on the Corporate Risk Register are reported to CMT quarterly and to Cabinet twice a year in June and January. The year end comments on each risk and action are included in Appendix 2.
- 3.1.3 The Corporate Management Team (CMT) has undertaken a review of the current content. This in the context of the ongoing work to further develop and align work on risk across the Council so that the approach to risk management is better embedded, supports the governance framework, the transformation agenda and integrated decision making.

3.1.4 The format of the Corporate Risk Register currently follows a 3 stage process:

1st stage: An 'inherent score' with the risk assessed with no controls, assurance or actions in place.

2nd stage: The 'current score' where the risk is assessed with controls, assurances and progress against identified actions. The current score is adjusted in light of progress against actions.

3rd stage: The target score which is the risk with the controls, assurances and actions, as if they have been completed

The current score is then adjusted in light of progress against actions.

3.1.5 Updates on the Corporate Risk Register are reported to CMT quarterly and now to Cabinet every 6 months.

3.1.6 Deputy Chief Executives and Directors ensure service specific risks are managed within their departments, within service plans and in accordance with the risk management strategy and processes. 'Red' rated risks with corporate implications can be escalated to CMT via Corporate Directors. Actions for all these risks are updated and reviewed by Departmental Management Teams.

3.1.7 Operational risks, managed within departments, are also assessed as part of reviews undertaken by Internal Audit and project risks are monitored by the CMT where applicable.

4 Developing the risk management approach

4.1.1 With the development of the Southend 2050 ambition and outcomes there has also been a review of the Council's governance architecture to support the Council's element of the delivery of that ambition, to ensure that these are:

- effective, but as simple as possible and easy to understand
- joined up and complementary, not conflicting with each other
- designed around customers
- making best use of technology and digitally enabled where this makes sense
- compliant with legislative requirements and ensuring that resources are used efficiently and effectively
- driving the desired outcomes.

- 4.1.2 This review includes the risk management arrangements that are currently being refreshed in conjunction with the Transforming Together group. There are a number of core principles that will be central to this work, to ensure that the required outcomes are achieved. These include that:
- risk management is a positive value added activity, focused on achievement and successes, not a negative bureaucracy – by changing the perception and raising awareness officers will have increased confidence when managing operational risks
 - management are responsible for risk management and resources that support the framework are there to ‘support and challenge’ not ‘own and do’
 - wider Member involvement in identifying and monitoring the most Strategic Risks the organisation faces would add value, the roles of the Audit Committee, Scrutiny and Cabinet are critical to robustness of the overall framework
 - the Southend 2050 ambition and outcomes need to drive the risk management, budget and outcome delivery plans
 - by getting the conversations happening with the right people, at the right time and in the right place, the processes to capture and report risks will be simple and become part of business as usual
 - the framework ensures joined up Strategic, Operational and Project Risk Management whilst recognising the differences between them.
- 4.1.3 The review will include updates to the risk management framework with the aim that it becomes part of business as usual, so that the Council can fully gain the benefits that can be provided by an effective and embedded approach to risk management.
- 4.1.4 This review is currently taking place, with a proposed updated risk management framework being reported to the Cabinet in September and the Audit Committee in October 2019. Whilst this review is taking place the current arrangements have been rolled forward into 2019/20, so that the risks continue to be managed.

5 Corporate Implications:

- 5.1 Contribution to the Southend 2050 Road Map
The Corporate Risk Framework underpins the operational effectiveness of the Council’s Corporate Governance arrangements and specifically monitors progress of managing key risks associated with the successful delivery of the 2050 Ambition and Outcomes.
- 5.2 Financial Implications:
Any financial implications arising from identifying and managing risk will be considered through the normal financial management processes. Proactively managing risk can result in reduced costs to the Council by reducing exposure to potential loss.

5.3 Legal Implications:

The Accounts and Audit Regulations 2015 require that:

A relevant authority must ensure that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.

5.4 People Implications:

Any people and property implications arising from identifying and managing risk will be considered through the Council's normal business management processes.

5.5 Property Implications:

None specific.

5.6 Consultation:

Consultation has taken place with key stakeholders.

5.7 Equalities and Diversity Implications:

Corporate equalities considerations have been considered in the drafting of the Register and any specific equality related risks have been identified for the Council.

5.8 Risk Assessment:

Failure to implement a robust assurance framework which includes fit for purpose risk management arrangements increases the risk that Council objectives will not be delivered.

5.9 Value for Money:

Effective forecasting and timely management of risk is a key factor in preventing waste, inefficiency and unnecessary or unplanned use of resource.

5.10 Community Safety Implications:

None specific.

5.11 Environmental Impact:

None specific.

6 Appendices:

Appendix 1 – Corporate Risk Matrix

Appendix 2 - 2018/19 Corporate Risk Register year end position

Corporate Assurance Risk Register Update

Contents

- Section 1** **3 Stage Risk Scoring Process**
Brief description of the 3 stage risk scoring process and clarification of each stage
- Section 2** **Risk Matrix**
The matrix used for calculating Risk score.
- Section 3** **Corporate Assurance Risk Register**
- Inherent, Current and Target scores
 - Controls and Assurances
 - Future Actions and comments.

Southend-on-Sea Borough Council's Corporate Assurance and Risk Register is a best practice template for recording and managing risks. The Council also promotes the use of Assurance and Risk Registers for managing risks within service areas which are recorded and managed in service and project plans.

The Risk Register is a management tool where a review and updating process identifies, assesses and manages down the risk to acceptable levels. It provides a framework in which problems that may arise and adversely affect the delivery of the Council's aims and priorities are captured and actions instigated to reduce the likelihood and impact of that particular risk.

Section 1 - Three Stage Risk Scoring Process

Southend-on-Sea Borough Council operates a 3 Stage Risk Scoring process as outlined in the Council's Risk Management Toolkit which is available on the Council intranet site. The information below offers a brief overview of each stage of the Risk process.

Inherent score – the risk scored with no controls, assurances or actions in place.

Current score – the risk scored with controls, assurances and progressed actions.

Target score – the risk score with controls and assurances in place and linked actions completed.

As controls and assurances are put in place and actions completed the Risk will be more controlled and, therefore, the current score moves towards the Target Score. The current score from the last reported Corporate Risk Register is shown in brackets.

Section 2 - Risk Matrix

| EXAMPLES | | | | IMPACT | CORPORATE RISK GRID | | | |
|---|---|---|---|--------------|---------------------|------------------|-----------------------|------------------------|
| Reputational: | Compliance | Financial: | Service Provision / Continuity: | | | | | |
| National publication (name and shame) by external body leading to a loss of control over the running of Council operations. Front page of national paper. | The council faces serious penalties or prosecution & criticism from institutions such as, Ombudsman, Information commissioner. Customers are treated unfairly & suffer damage by the council. | Over £1m loss More than 20% of total budget individually or cumulatively | Service delivery affected by over 3 months. Statutory / critical service delivery will cease for a period of time without any effective contingency. | Catastrophic | 4 | 8 | 12 | 16 |
| National or local front-page press article leading to a reduced ability to affectively deliver one or more services. National press article. | The council may face criticism and be ordered to comply with legislation by an external body as a result of a breach. | Between £500k - £1m, 10-20% of total budget individually or cumulatively | Delivery affected between 1 & 3 Months. Loss of a non-critical service for a significant period of time. | Severe | 3 | 6 | 9 | 12 |
| Disgruntled local groups/ individuals possibly leading to internal complaints with research into the causes. Local press article &/or ombudsman enquiry. | The council may commit largely undetectable breaches in legislation and internal procedures that could have other minor effects on reputation, service delivery etc. | Between £50k - £499k, 5 – 10% of total budget individually or cumulatively | Delivery affected by up to 1 month. Minor disruption or inconvenience to service delivery & customers. (Reduced staffing, late opening, temp loss of IT). | Material | 2 | 4 | 6 | 8 |
| Rumour and gossip | All other material risks. | Under £50k, less than 5% of total budget individually or cumulatively | Minor disruption | Negligible | 1 | 2 | 3 | 4 |
| | | | | | Unlikely <10% | Likely 10-40% | Very Likely 40-75% | Almost Certain >75% |
| | | | | | LIKELIHOOD | | | |



2018-19 Corporate Risk Register

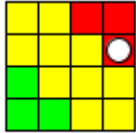

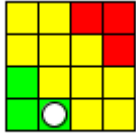


Appendix 2



Generated on: 24 May 2019



| Risk Title | 1. Council Budget/Financial Sustainability | | | | | | | |
|--|--|----------------|-------------|--|---------------------|-------------------|------------|------------|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | Impact | Likelihood | |
| 1819CRR01 | Risk that failure to manage the short term budget gap and growing demand for services and failure to ensure the council is financially sustainable after 2020/21 will result in significant adverse impact on council services | Joe Chesterton | Strategic | Financial/Reputational | 16 | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | Impact | Likelihood | |
| <p>1. Control: Budget setting process to identify required savings through: budget proposal reports to Departmental and Corporate Management Teams; member seminars; Cabinet; Scrutiny Committees; Council Assurance: reports to and minutes of meetings.</p> <p>2. Control: Management oversight of budget setting process through: reports to CMT and Administration Assurance: Reports/Minutes</p> <p>3. Control: Senior member and Chief Executive challenge to departments on proposed savings Assurance: Reports and minutes of meetings.</p> <p>4. Control: Director challenge to Directors Assurance: Minutes of Departmental Management Team meetings/emails.</p> <p>5. Control: Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council Assurance: Reports and minutes of meetings.</p> | | | | | 6 | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | Impact | Likelihood |
| 1819CRA01 | Budget Timeline outlining key milestones to be agreed with the Administration and Senior Leadership Team. | Joe Chesterton | 31-May-2018 | Quarter 4 - Timeline in place with key deadlines, this action is now complete. | | 4 | | |

| | | | | | | | | |
|-----------------|---|----------------|-------------|--|---|--|--|--|
| 1819CRA01 03 | Continual monitoring, risk assessment and reporting of progress on options to meet the budget reductions required to set balanced budgets in 2018/19 to 2023/24 | Joe Chesterton | 31-Mar-2019 | <p>Quarter 4 - Budget reductions approved for 2018/19 were continually monitored through monthly budget monitoring and were reported to each Cabinet throughout the year.</p> <p>The final position for the year is being prepared for the June Cabinet.</p> <p>Options for budget reductions and investments were approved as part of the budget setting process for 2019/20. The Medium Term Financial Plan was refreshed to extend to cover 5 years to 2023/24 and will continue to be updated.</p> |  | | | |
| 1819CRA01 04 | Continually monitor and assess government's position on grant to be distributed to Local Authorities and other Government announcements that impact funding | Joe Chesterton | 31-Mar-2019 | <p>Quarter 4 - Strategic Director (Finance and Resources) and finance team horizon scan all Government announcements, including the Autumn Budget Statement and Local Government Settlement for inclusion in the final budget and in preparation for future budgets.</p> |  | | | |

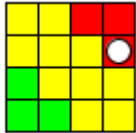
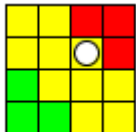

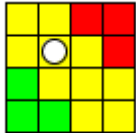

| Risk Title | | 2. Recruiting and retaining staff | | | | | | |
|---|--|-----------------------------------|-------------|--|---|---|---|------------|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | Impact | Likelihood | |
| 1819CRR02 | Risk that the Council will not have the appropriate staffing resources, with the right skills, resulting in part, from a failure to effectively manage the transition from our existing recruitment partner to the new partner, will lead to a failure to achieve the Council's ambitions. | Joanna Ruffle | Strategic | Service Provision | 12 |  | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | Impact | Likelihood | |
| <p>1. Control: Managing Organisational Change Policy; Redeployment Policy & Procedure; Redundancy Policy & Procedure Assurance: Policy documents available via intranet.</p> <p>2. Control: Oversight of policies and procedures to ensure consistency of HR policies and processes and in implementing policies relating to restructures through the Corporate Management Team and Workforce Planning Panel Assurance: Reports to and Minutes of meetings.</p> <p>3. Control: All staff vacancies, redeployments and redundancies reviewed by the Workforce Planning Panel Assurance: Minutes of Workforce Planning Panel</p> <p>4. Control: Recruitment provider to identify recruitment hotspots and plan effective recruitment campaigns Assurance: Service Level Agreement, Contract management.</p> | | | | | | | | 6 |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | Impact | Likelihood |
| 1819CRA0201 | Continue to embed Talent Management Strategy (including apprenticeships, graduate traineeships, graduate sponsorships and career progression) | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - This work is now incorporated into the Transforming Together outcomes and delivery plan. |  | 2 |  | |
| 1819CRA0202 | Participate in regional Children's Social Care Workforce project | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - Collaborative and focused work with HR and the service area continues. |  | | | |
| 1819CRA0203 | Participate in regional Planners Workforce project | Peter Geraghty | 31-Mar-2019 | Quarter 4 - Participation in the regional planners Workforce project no longer required as recruitment drive has enabled the area to be fully staffed. |  | | | |


| | | | | | | | | |
|-------------|---|---------------|-------------|--|---|--|--|--|
| 1819CRA0204 | Develop a framework to deliver professional recruitment resources, including a robust implementation plan which is jointly owned by SBC and Hays and which is appropriately managed | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - The new recruitment partnership is now implemented and work continues to deliver on recruitment priorities. |  | | | |
| 1819CRA0205 | Role of Resourcing Manager agreed and funded to drive talent management initiatives across the organisation | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - Strengthened the strategic capacity in HR. Strategic lead for resourcing has been established. The recruitment service has been reviewed and a new recruitment partner has been appointed. |  | | | |

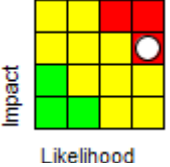
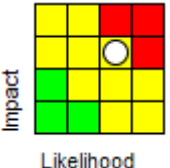
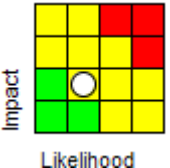
| Risk Title | 3. Key External Challenges | | | | | | |
|--|--|----------------|-------------|---|---------------------|-------------------|---|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | Impact Likelihood | |
| 1819CRR03 | Risk that the impact of, or a failure to take advantage of, the Government's agenda and the lead up to Brexit, may hamper the ability of the Council to achieve key priorities | Alison Griffin | Strategic | Reputation | 12 | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | Impact Likelihood | |
| <p>1. Control: Southend Borough Council active member of South East Enterprise Partnership (SELEP) Board and officers aligned to relevant working groups to engage and influence activity and decisions, Assurance: Minutes/Reports</p> <p>2. Control: Corporate Management Team - oversight of Key Projects Assurance: Minutes/ Project Management Reports to CMT</p> <p>3. Control: Success For All Children Group Assurance: Children and Young People Plan/Reports/Minutes</p> <p>4. Control: Health and Wellbeing Board Assurance: Joint Health and Wellbeing Strategy/Report/Minutes</p> <p>5. Control: Association of South Essex Local Authority Assurance: Report/Minutes</p> | | | | | | | 6 |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | |
| 1819CRA0301 | Maintaining, renewing and building relationships with key partners | Alison Griffin | 31-Mar-2019 | <p>Quarter 4 - Violence and Vulnerability partnership approach, campaign launched and action plan agreed at the four strategic partnerships boards. New Area Commander for Essex Police, and new CEO for SAVS both making positive impact and have a proactive approach to partnership working.</p> <p>The 'See the Signs' campaign with Essex Police has raised awareness of the implications of County Lines, been viewed more than 700,000 times electronically as well as the poster distribution, and recognised by the Home Office.</p> <p>Partners have been engaged in the development of Southend 2050, including through a series of stakeholder events to develop a partners timeline and roadmap.</p> | | 4 | |


| | | | | | | | | |
|-------------|--|----------------|-------------|---|---|--|--|--|
| 1819CRA0302 | Continue to undertake horizon scanning of key developments in relation to new government legislation, policy and Brexit negotiations | Alison Griffin | 31-Mar-2019 | Quarter 4 - Corporate management team continue to monitor the opportunities and risks associated with EU Exit. Continue to participate fully in the Essex Resilience Forum which is taking a lead in coordination of planning for Great Essex. Economic Development continue to work alongside businesses to prepare. Horizon scanning through the LGA and MHCLG as the picture becomes clearer. Cabinet considered the implications and preparation report in January. | ✔ | | | |
| 1819CRA0303 | Work with Mid and South Essex health and social care partners to develop a multi-year Sustainability and Transformation Plan (STP) | Simon Leftley | 31-Mar-2019 | <p>Quarter 4 - Southend Council (via operational staff, formal committees, HWB and the Joint Scrutiny Committee) continues to engage with the STP. Influence with this regard is limited. SBCs influence on the direction for the STP rests mainly in the development of Localities which we are taking a lead on within the Southend system.</p> <p>The referral of the STP to the SoS for Health and Care remains unresponded to with no indication of a date when it will be responded to.</p> | ✔ | | | |
| 1819CRA0304 | Ensure the on-going sustainability of the BEST (Business Essex Southend & Thurrock) Growth Hub within the LEP umbrella through delivery of South East Business Boast and planning for longer term funding and operation. | Emma Cooney | 31-Mar-2019 | Quarter 4 - Continuing liaison with Ministry of Housing Communities and Local Government (MHCLG) regarding forthcoming ERDF (European Regional Development Fund) calls which would offer the opportunity to apply to extend the SEBB programme. Likely to open summer 2019 and close Sept 2019. Preparation work has been underway since Christmas in readiness. UK Shared Prosperity Fund details and possible implications for Growth Hub funding are still unknown pending EU Exit. | ✔ | | | |

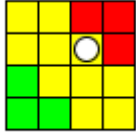

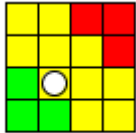

| | | | | | | | | |
|-------------|--|----------------|-------------|--|---|--|--|--|
| 1819CRA0305 | Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP. | Andrew Lewis | 31-Mar-2019 | Quarter 4 - the LGF3b process is still ongoing. We continue to play an active role in the discussion and process. Following EU Exit the UK Government plans to replace existing funding streams with the UK Shared Prosperity Fund (UKSPF). Given the ongoing uncertainties around Brexit there has been little detail on the new fund but we will continue to monitor the situation and work on developing the Southend pipeline. | ✓ | | | |
| 1819CRA0306 | To continually review the risks and opportunities for the Council of Brexit, identifying and implementing required actions. | Alison Griffin | 31-Mar-2019 | Quarter 4 – Cabinet report outlining risks and opportunities was taken in January 2019. Actions include: liaison with core suppliers to assess potential impact, notably re: care providers and the labour supply; on going liaison with neighbouring councils / partners / schools; reviewing emergency planning and business continuity arrangements; participating in the Essex Resilience Forum Brexit working group and other preparations. A local Brexit business group, facilitated by the Council, has been meeting to consider necessary action, particularly in the event of a 'no-deal'. | ✓ | | | |


| Risk Title | 4. Housing | | | | | | |
|---|---|-----------------|-------------|--|---|---|---|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | Impact | Likelihood |
| 1819CRR04 | Risk that a failure to implement plans to address rising homelessness and failure to develop a robust housing strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing deman | Simon Leftley | Strategic | Financial | 12 |  | Likelihood |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | | Current risk score | Likelihood |
| <p>1. Control: Core Strategy and Local Development Plan in place Assurance: Strategy documents</p> <p>2. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes</p> <p>3. Control: Housing Strategy Assurance: Documents</p> <p>4. Control: Housing Working Party; Assurance: Reports and minutes of meetings</p> | | | | | | 9 |  |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | Likelihood |
| 1819CRA0401 | Agree a new Housing Strategy for the borough aimed at ensuring the appropriate level of accommodation in the borough and reduce the need for temporary accommodation | Glyn Halksworth | 31-Mar-2019 | Quarter 4 - Cabinet endorsed the Housing, Homelessness and Rough Sleeping Strategy on 6th November and Policy & Resources Scrutiny in Q3. Work is underway across the organisation to develop a strategy for increasing supply of all housing types locally, including acquisitions and development to address temporary accommodations pressures. |  | 6 |  |
| 1819CRA0402 | Progress the Council's bid for additional resources from the Government's new street homelessness fund to tackle the issue in the borough | Glyn Halksworth | 31-Mar-2019 | Quarter 4 - Successful bids were made to the Ministry of Housing Communities and Local Government resulting in an additional £425k inward investment for 2018-19, and a further £513k for 2019-20. The programme is underway and additional resources are being deployed and providing services for rough sleepers. A further bid for additional resources was submitted to MHCLG during Q4; the outcome is yet to be announced. |  | | |

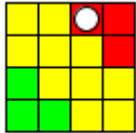
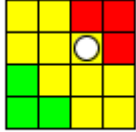

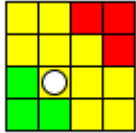
| | | | | | | | | |
|-----------------|--|------------------------------------|-------------|---|---|--|--|--|
| 1819CRA04 03 | Ensure the development of the Council's Local Plan, links to the Council's housing strategy, and addresses the anticipated level of demand for housing in the coming decades | Peter Geraghty; Glyn Halksworth | 31-Mar-2019 | Quarter 4 – A draft housing topic paper has been prepared to ensure a consistent baseline to feed into preparation of the Local Plan. Strategic planning team have also contributed to the preparation of Council's Housing Strategy. Collaborative work will continue beyond the Local Plan issues and options stage to ensure the documents are aligned and address anticipated housing demand. |  | | | |
|-----------------|--|------------------------------------|-------------|---|---|--|--|--|



| Risk Title | 5. Local Infrastructure | | | | | | |
|---|--|--------------|-------------|--|---------------------|-------------------|--|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | | |
| 1819CRR05 | Risk that failure to maintain levels of access to regeneration funding opportunities will significantly restrict future infrastructure improvements in the borough | Andrew Lewis | Strategic | Financial | 12 | |  |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | | |
| 1. Control: Highway/Footpath Assets Management inventory in place Assurance: Reports 2. Control: Monthly progress reported to DMT and senior managers Assurance: Reports/Minutes 3. Control: Regular reporting to Corporate Management Team Assurance: Reports/Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes | | | | | 9 | |  |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | |
| 1819CRA0501 | Produce a Transport Asset Management Plan to support the maintenance and improvement of the roads, pavements and street furniture across the Borough | Neil Hoskins | 31-Mar-2018 | Quarter 4 - Asset Management Plan and associated documents all complete. Documents all completed, Plan is being used to inform decision making on capital programme. | ✓ | 4 |  |
| 1819CRA0502 | Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP. | Neil Hoskins | 31-Mar-2019 | Quarter 4 - Business case submitted for all schemes | ✓ | | |
| 1819CRA0503 | Conduct detailed self-assessment to support Challenge Fund bid | Neil Hoskins | 31-Mar-2019 | Quarter 4 - Self Assessment Complete. | ✓ | | |
| 1819CRA0504 | Complete Whole Government Account return (with Finance Dept) | Neil Hoskins | 31-Mar-2019 | Quarter 4 - complete | ✓ | | |

| | | | | | | | | |
|-----------------|--|--------------------------------|-------------|--|---|--|--|--|
| 1819CRA05 05 | Ensure compliance with spending profiles for Local Growth Fund to maintain access to available finance (notably for Airport Business Park and the Forum) | Adrian Beswick; Mark Murphy | 31-Mar-2019 | Quarter 4 – End of Year. All SELEP reporting requirements have been satisfied. Regular communication both formal and informal has established a real sense of trust and understanding. Where profiles do change SELEP fully aware of the reasons why and of the mitigations in place to correct the situation. No Southend projects have featured in SELEP exception reporting in 2018/19. |  | | | |
|-----------------|--|--------------------------------|-------------|--|---|--|--|--|




| Risk Title | 6. Secondary School Places | | | | | | | |
|--|--|---------------|-------------|---|---|---|--|------------|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | Impact | Likelihood | |
| 1819CRR06 | Risk that failure to provide the required number of school places at secondary schools for 2018 and 2019 will lead to significant reputational and legal damage for the council. | Simon Leftley | Strategic | Reputational and Legal | 9 |  | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | Impact | Likelihood | |
| <p>1. Control: School Places working party Assurance: minutes</p> <p>2. Control: Archive of cabinet and Council decisions Assurance: minutes</p> <p>3. Control: Correspondence between stakeholders, schools, Academy trusts, Local MPs, Ministers Assurance: correspondence</p> <p>4. Control: Weekly report on progress from Learning to Executive Councillor Assurance: note of actions</p> | | | | | | | | 6 |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | Impact | Likelihood |
| 1819CRA0601 | Establish a secondary places project Board to monitor progress in actions and outcomes for both 18 and 19 places | Brin Martin | 31-Mar-2019 | Quarter 4 - Regular meetings of those involved with specific projects takes place, involving officers, contractors and the school. The outcomes of these meetings are shared with the Group Manager who has oversight of the build. |  | 4 |  | Likelihood |
| 1819CRA0602 | Where required escalate lack of progress directly with Cabinet, the Regional Schools Commissioner (RSC), Local MPs, press and the DfE | Brin Martin | 31-Mar-2019 | Quarter 4 - Escalation will continue in the same way when and if required. |  | | | |

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| 1819CRA06 03 | Develop a secondary school places strategy to cater for the increasing pupil numbers. | Brin Martin | 31-Mar-2019 | Quarter 4 - The strategy is currently being run as an expansion model following agreement of current schools to expand. School places working party have agreed this in essence for the medium term and have been presented with a report on a longer term projection of need that links into the planning department strategy that will cover planned housing developments across the borough once approved. Further update report to be presented in summer term 2019. |  | | | |
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| Risk Title | 7. Health and Social Care | | | | | | |
|---|--|---------------|-------------|---|---|---|---|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | Impact | Likelihood |
| 1819CRR07 | Risk that the implementation of Sustainability and Transformation Partnership (STP) proposals and implementation of the Localities Model does not result in effective health and social care outcomes for residents and also leads to significant cost increas | Simon Leftley | Strategic | Financial, Service Provision | 12 |  | Likelihood |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | | Current risk score | Impact |
| 1. Control: South East Essex Locality Partnership. Assurance: Reports/Meeting Minutes. 2. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes. 3. Control: Locality Transformation Group. Assurance: Reports/Meeting Minutes. 4. Control: Corporate Management Team. Assurance: Reports/Meeting Minutes. | | | | | | 9 |  |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | Impact |
| 1819CRA0701 | Continue to actively work with Mid and South Essex health and social care partners to develop the STP proposals to ensure positive outcomes in health and social care provision for Southend residents | Simon Leftley | 31-Mar-2019 | <p>Quarter 4 - Southend Council (via operational staff, formal committees, HWB and the Joint Scrutiny Committee) continues to engage with the STP. Influence with this regard is limited, however, the STP have begun to engage with the 3 LAs more comprehensively to enable greater involvement in planning. SBCs influence on the direction for the STP rests mainly in the development of Localities which we are taking a lead on within the Southend system. Simon Leftley has recently been asked to lead the STP response to Locality development.</p> <p>As a result of CCG Joint Committee decisions regarding the STP Southend Council's people scrutiny committee formally considered a referral to the Secretary of State on 9th October 2018. The committee unanimously</p> |  | 4 |  |


| | | | | | | | | |
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| | | | | agreed to refer the STP in its' entirety to the Secretary of State on the basis of inadequate consultation and not in the interests of the local health economy. A letter was sent to the Secretary of State on 23rd November 2018. Consideration / deliberation from the SoS Health and Social Care is still outstanding. | | | | |
| 1819CRA0702 | That the Health and Wellbeing Board (HWB) oversees the development and implementation of the localities model for health and social provision in the borough. | Simon Leftley | 31-Mar-2019 | Quarter 4 - HWB hold regular discussions regarding the development of the STP proposals and the Southend Locality development. A South East Essex governance approach to developing Localities is now operational. This partnership is accountable to HWB and is responsible for the business plan being developed. The Locality Strategy 'Living Well In Thriving Communities' is agreed and is now being implemented through the Partnership. Primary Care Networks present a significant risk to the geography of the Southend Localities and the Partnership has now agreed approach to inclusion. |  | | | |
| 1819CRA0703 | Continue the work of the South East Essex Locality Partnership (which includes engagement with key stakeholders, both providers and commissioners) to manage the implementation of the Localities model including the development of plans for each locality. | Jacqui Lansley | 31-Mar-2019 | Quarter 4 - Following sign off of the Locality Strategy 'Living Well In Thriving Communities' The Partnership has also agreed an MoU which will form the foundation of partnership working and represent the ambition for Localities in SEE. Plans to develop Locality Dashboards and implementation plans are now in progress. |  | | | |


| Risk Title | 8. Information Management & Cyber Security | | | | | | | |
|--|--|---------------|-------------|---|---------------------|-------------------|------------|------------|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | Impact | Likelihood | |
| 1819CRR08 | Risk that a failure to ensure the Council has a coherent and comprehensive approach to data protection, including its cyber security arrangements, will result in significant financial and reputational damage to the Council | Joanna Ruffle | Strategic | Reputational, Financial | 12 | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | Impact | Likelihood | |
| <p>1. Control: Senior Information Risk Owner - Assurance: Annual SIRO report to Cabinet</p> <p>2. Control: Annual IG Toolkit assessment - Assurance: Report from independent assessment.</p> <p>3. Control: Regular reports to Corporate Management Team. Assurance: Reports/Minutes</p> <p>4. Control: Corporate Information Governance Group: Assurance: Reports/Minutes</p> | | | | | | | | 9 |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | Impact | Likelihood |
| 1819CRA0801 | Ensure the Corporate Information Governance group continues to oversee the Council's approach to information management, including compliance with new data protection legislation. | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - The work of the corporate Information & Governance group is now part of the work programme of the Good Governance Board going forward. This Board will be chaired by the Senior Information Risk Owner (SIRO). | | 12 | | |
| 1819CRA0802 | Ensure the Council's project plan, and associated officer group, for implementation of the General Data Protection Regulation (GDPR) is revised to address continued compliance with data protection legislation. | Lysanne Eddy | 31-Mar-2019 | Quarter 4 - DP/GDPR continues to be embedded as BAU, referrals for advice remain high, indicating good awareness. The SPARK training module and previous Face to Face training is imminently to be replaced by e-learning, refreshing its profile across the organisation. During the training role out intelligence will be gathered about potential additional training requirements. The GDPR Group will be refocused to align with the new Governance architecture. | | | | |

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| 1819CRA0803 | Ensure information management is a key part of the Council's transformation agenda. | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - Digital enablement is a key condition for Transformation. The new Insights team in the Corporate Strategy unit is now fully staffed. |  | | | |
| 1819CRA0804 | Ensure the Council's cyber security arrangements are up to date and robust enough to withstand attacks. | Sandeep Thakrar | 31-Mar-2019 | Quarter 4 - Risk assessed impact and likelihood of cyber-attack remains high. ICT Officer (Cyber Security) currently processing the IT Health Check (ITHC) and starting to mitigate risks raised within the report. Delivery of the Mobile Device End Point is due for completion on the 17.05.19. ICT and Data Governance Teams are evaluating the IT Security Action Plan (LGA Stocktake), setting goals and assigning responsibilities. Further Cyber Workshops completed during March 19 with very positive feedback. Training around Ransomware is being delivered through a service called Metacompliance. Progress at 80% SBC cannot guarantee we can withstand (all) attacks. |  | | | |
| 1819CRA0805 | Review the Council's approach to the use and sharing of, information and data | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - This work continues and will now be overseen by the Good Governance Board, this work will also be picked up by the JSNA group. |  | | | |

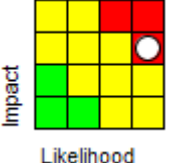
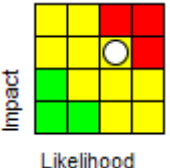
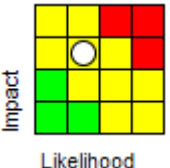
| Risk Title | 9. Children's Services Improvement Plan | | | | | | |
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| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | | |
| 1819CRR09 | Risk that the actions and expected outcomes from the Children's Services Improvement Plan are not achieved within expected timescales, resulting in a failure to achieve a rating of 'Good' in future Ofsted inspection | Simon Leftley | Strategic | Reputational | 12 | Likelihood | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | Likelihood |
| <p>1. Control: Monitoring and updating of the Children Service's Improvement Plan by the CS Improvement Board. Assurance: Reports/minutes of CS Improvement Board meetings.</p> <p>2. Control: Monitoring and updating of the Leadership Narrative Document for Children's services. Assurance: Report/Minutes of Children's Services Improvement Board meetings.</p> <p>3. Control: Children's Service Improvement Board bi-monthly meetings Assurance: Report/Minutes.</p> <p>4. Control: Children's Departmental Management Team. Assurance: Monthly Performance reports/ minutes of meetings.</p> <p>5. Control: People Extended DMT Assurance: Reports to/notes from meetings.</p> <p>6. Control: Local Safeguarding Children's Board (LSCB) to complement the children's service improvement plans Assurance: Reports/minutes.</p> <p>7. Control: Improvement Board Independent Expert, advice and support. Assurance: Reports to John O'Loughlin, Simon Leftley and the Improvement Board</p> | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | |
| 1819CRA0901 | Develop and enhance the resourcing available to the Council's Children's Service, with the recruitment of additional social workers; the embedding the work of the recently appointed 'Practise Lead' to promote good practice and 'Participation Lead' to | John O'Loughlin | 31-Mar-2019 | <p>Quarter 4 - We have recruited newly qualified social workers and team managers as outlined in the previous update. We continue to have challenges in relation to recruitment which reflects the national picture</p> <p>The Practice Unit recruitment has been completed and the post holders are now in place. We are recruiting for 0.5 Level 9 post which recently became vacant and this will be completed during Q1.</p> | | 6 | Likelihood |

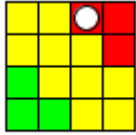
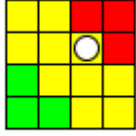
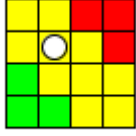
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| <p>1819CRA09 02</p> | <p>Embed the new Edge of Care Team, to support those children at risk of entering, or re-entering, the care system (particularly older children at risk from the breakdown of foster care placements.</p> | <p>John O'Loughlin</p> | <p>31-Mar-2019</p> | <p>Quarter 4 update for Edge of Care</p> <p>Requests for Emergency Visits prior to placement panel and allocation: - 43.</p> <p>Family/Fostering visits of cases coming to us in crisis before being presented at panel.</p> <p>Requests for Welfare Visits without allocation: - 30.</p> <p>Emergency welfare visits to support social care, where case is not and does not open to us.</p> <p>Duty welfare visits completed to families already open to Edge of Care: - 356</p> <p>Crisis calls from allocated cases: - 158.</p> <p>Of the 22 reunifications that the team have had:</p> <ul style="list-style-type: none"> - 9 were negative assessments with recommendations – children to remain in current placement and reunification isn't recommended - 10 were positive assessments with recommendations and support plans - reunification recommended children to return to family care - Three are still being completed. <p>The above have been a combination of unplanned and planned reunification; with children either being returned to the family before a reunification assessment has been undertaken or returning to the family once reunification assessment has been completed.</p> | <p style="text-align: center;"></p> | | | |
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| | | | | <p>In Quarter 4 Edge of Care have closed 16 cases.</p> <ul style="list-style-type: none"> 5 Remain in the family home. 5 Placed into Care. 3 Stabilised placements. 1 From Foster Care to Residential Care. 2 Welfare Visits only. <p>In quarter 4 Edge of Care have 55 open family cases. (Some children will have dual categories)</p> <ul style="list-style-type: none"> 19 CP plans only 2 CIN only 11 CP and PLO 8 LAC 5 Supervision Order and CIN plan 8 Reunification 0 Supervision Order and CP plan 0 Special Guardianship and CIN plan 3 Families requiring Welfare Visits | | | |
| 1819CRA0903 | Implement and embed the Early Help Phase 2 programme, which, working in partnership with other care professionals will aim to improve the first contact service for vulnerable children. | John O'Loughlin | 31-Mar-2019 | <p>Quarter 4 - Early Help Family Support held a Service Transformation Workshop on 12th December 2019. This was well attended and enabled the Transformation plan to be updated and submitted to the MHCLG</p> <p>We have met the TF attachment target of 1480, however MHCLG has now published a trajectory which shows an increased projected target of 2,600 to allow Payment by Results (PbR's) target to be met by 2020 at our</p> |  | | |

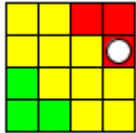
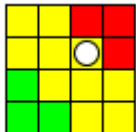
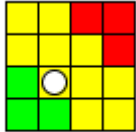
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| | | | | <p>current conversion rate. Southend have currently claimed 42% of PbRs and a robust plan is in place to assist in ensuring we are able to optimise PbRs.</p> <p>The Family Researcher is now in place and starting to work with Social Care to ensure we capture successful CN closures with our PbR outcomes.</p> <p>The Family Support team are working closely with the Data Team to look at different data sources which evidence positive outcomes to enhance Pbr payments. This will be supported by the Family researcher.</p> <p>Adolescent Intervention and Prevention team are offering an Early Help response to all those that deemed to be at risk of exploitation / gangs / missing. All intelligence reports result in joint home visits between AIP Team and Police. A raft of Early Intervention programmes are being offered in schools.</p> | | | |
| 1819CRA0904 | Undertake a full budget and performance review of Children's Services to assess levels of resourcing against the demand for services. | Simon Leftley | 31-Mar-2019 | <p>Quarter 4 - Service and practise improvement continues to be targeted through the work of the Children's Services improvement and transformation programme. The investment made off the back of the demand research has now been implemented, including the introduction and investment in a new practice unit which is part of the new corporate Workforce Development Team. We have seen an improvement in performance and this has been reflected in the recent annual conversation held with Ofsted in April 2019.</p> |  | | |

| Risk Title | 10. Waste Management | | | | | | |
|---|--|---------------|-------------|--|---------------------|-------------------|--------------------------|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | | |
| 1819CRR10 | Risk of contractor failing to meet contractual requirements to effectively manage waste contractual arrangements results in additional financial liability for the Council and loss of service quality. | Andrew Lewis | Strategic | Reputational, Financial | 9 | | Impact Likelihood |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | | |
| 1. Control: Regular contract management meetings with suppliers Assurance: Meeting Minutes/Reports 2. Control: Data set monitored by DMT and senior managers Assurance: Reports/Minutes 3. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes | | | | | 9 | | Impact Likelihood |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | |
| 1819CRA1001 | Ensure frontline waste collection, street cleansing and ancillary service contractor is performing to service outputs and that performance management is monitored to achieve service standards as specified within relevant contracts | Carl Robinson | 31-Mar-2019 | Quarter 4 -New Deed of Variation agreed which took place from 1/4/18. This will ensure contract compliance is adhered to in future contract years to ensure specification standards are met and Veolia fully comply with their contractual obligations. Appropriate performance deductions will be applied as and where necessary in accordance with the contract. | ✓ | 6 | Impact Likelihood |
| 1819CRA1002 | Ensure SBC have access to waste disposal and treatment facilities that deliver value for money for the Council. | Carl Robinson | 31-Mar-2019 | Quarter 4 -SBC have agreed a Deed of Variation to the current terms and conditional within the Joint Working Agreement (JWA). SBC will continue to deliver its residual waste to the MBT facility until 5/10/23. The MBT facility may continue to be used past this date should it continue to demonstrate Value for Money to SBC beyond 2023. | ✓ | | |

| Risk Title | 11. Flooding / Cliff Slip | | | | | | |
|---|--|--------------|-------------|---|---------------------|-------------------|--|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | | |
| 1819CRR11 | Risk that surface water flooding, breach of sea defences and/or seafront cliff movement, will result in damage to property and infrastructure as well as significant disruption. | Andrew Lewis | Strategic | Reputational, Reputational | 12 | |  |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | | |
| 1. Control: Flooding Reports considered by Cabinet Assurance: Reports/Meeting minutes. 2. Control: Gully cleaning programme in place Assurance: Programme documents. 3. Control: Regular monitoring of Met Office weather alerts Assurance: Alerts/Reports 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes | | | | | 9 | |  |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | |
| 1819CRA1101 | Ensure compliance with the requirements of the Floods and water Management Act 2010 with regard to Sustainable Drainage Systems (SuDS). | Neil Hoskins | 31-Mar-2019 | Quarter 4 – Projects on-going. Work start dates being programmed. | ✓ | 6 |  |
| 1819CRA1102 | Jointly investigate with Anglia Water Services, possible improvements to drainage system. | Neil Hoskins | 30-Apr-2018 | Quarter 4 – Works completed (Crosby Road Scheme) as part of tranche 2a Challenge Fund | ✓ | | |
| 1819CRA1103 | Development of a Cliff Slip Strategy based on a risk minimisation approach | Neil Hoskins | 31-Mar-2019 | Quarter 4 – Contract award imminent. | ✓ | | |
| 1819CRA1104 | Progression of Sea Defence Scheme at Shoebury Common - consultation options | Neil Hoskins | 31-Jul-2018 | Quarter 4 - Consultation complete. Updates to CMT being prepared. | ✓ | | |
| 1819CRA1105 | Shoreline Management Strategy - consultation | Neil Hoskins | 31-Mar-2019 | Quarter 4 – Revised strategy resubmitted following comments process. | ✓ | | |

| Risk Title | 12. Major Developments | | | | | | |
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| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | | |
| 1819CRR12 | Risk that failure of partners to progress major infrastructure developments (e.g. Seaways, Airport Business Park and Queensway) will result in significant financial and reputational damage to the Council. | Joe Chesterton; Andrew Lewis | Strategic | Reputational, Financial | 12 | |  Likelihood |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | | |
| 1. Control: Corporate Management Team Assurance: Reports/Minutes. 2. Control: Corporate Management Team Assurance: Reports/Meeting Minutes 3. Control: Project Boards Assurance: Reports/Meeting Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes | | | | | 9 | |  Likelihood |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | |
| 1819CRA1201 | Queensway Area Regeneration Project, 18/19 actions: • Progress the finance option & housing plans for the Queensway area regeneration project • Consultation & communication with existing Queensway residents to inform specifications for the redevelopment. | Emma Cooney | 31-Mar-2019 | Quarter 4 – Procurement process complete with successful appointment of Swan Housing Association as JV partner. Recommendation went to Full Council on 22nd February and contracts were signed on 24th April. Residents and Businesses have been informed and a press release was issued. Resident communication has started with Social life survey launching on 3rd May | ✓ | 6 |  Likelihood |
| 1819CRA1202 | Airport Business Park 2018/19 actions: • To commence Phase 1 infrastructure works • To agree Westcliff Rugby Club relocation strategy and commence work • To submit a planning application for the Innovation centre | Andrew Lewis | 31-Mar-2019 | Quarter 4 –Phase 1 infrastructure works completed. Phase 1 utility works to be completed by October 2019. WRFC clubhouse and pitch works completed – once utilities works completed clubhouse handed over to WRFC (expected Oct/Nov 2019). Pre-application discussions ongoing with Rochford over The Launchpad. | ✓ | | |

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| 1819CRA1203 | Seaway Car Park 2018/19 actions: • To support Turnstone to submit a planning application • To meet the Coach Park Relocation Condition • To support Turnstone in securing prime tenants | Joe Chesterton | 31-Mar-2019 | Quarter 4 - The planning application was submitted in December 2018. Full report on scheme and extending agreement approved at January Cabinet. |  | | | |
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| Risk Title | 13. Local Plan | | | | | | |
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | | |
| 1819CRR13 | Risk that the failure to meet deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted planning policies | Andrew Lewis | Strategic | Reputational, Financial | 12 | |  Likelihood |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | | |
| 1. Control: Reports to Cabinet Assurance: Council minute system 2. Control: Regular reports to Corporate Management Team Assurance: Reports/Minutes 3. Control: Member Local Development Framework Working Party Assurance: Reports/Minutes | | | | | 9 | |  Likelihood |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | |
| 1819CRA1301 | Ensure an in-principle decision to proceed with the preparation of the development of a Local Plan for the borough. | Peter Geraghty | 31-Mar-2019 | Quarter 4 – Local Plan progressed beyond the Issues and Opportunities stage. | ✓ | 4 |  Likelihood |
| 1819CRA1302 | Begin consultation with community and stakeholders on issues and options in line with 'Regulation 18' | Peter Geraghty | 31-Mar-2019 | Quarter 4 – Local Plan progressed and the Issues and Opportunities consultation stage has been completed. | ✓ | | |
| 1819CRA1303 | Ensure continued alignment of the Local Plan with the development of the Joint Strategic Plan and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy). | Peter Geraghty | 31-Mar-2019 | Quarter 4 – A joint South Essex policy team, including officers from Southend, has been established under an informal arrangement and work on key evidence documents and a Statement of Community Involvement is progressing. Officers working on the Local Plan continue to work with those involved in the Joint Strategic Plan and other Council strategies to ensure alignment as they progress. | ✓ | | |

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Southend-on-Sea Borough Council

Report of Strategic Director (Finance & Resources)
to
Cabinet
on
25 June 2019

Agenda
Item No.

Report prepared by: Ian Ambrose
Head of Corporate Finance

Revenue Outturn 2018/19 and Initial Budget Position for 2019/20
Policy and Resources Scrutiny Committee
Executive Councillor: Councillor Ian Gilbert
A Part 1 Public Agenda Item

1 Purpose of Report

To advise the Cabinet of the revenue outturn for 2018/19, and therefore the level of revenue balances going into 2019/20.

To advise the Cabinet of the implications of the outturn for opening budgetary position for 2019/20 budget and beyond

2 Recommendation

- 2.1 That the in-year surpluses of £1.836M for the General Fund and £1.510M for the HRA for 2018/19 be noted;
- 2.2 That following due consideration, Cabinet approve the appropriation of revenue funds to and from earmarked reserves, as set out in paragraph 4.6 (General Fund) and paragraph 5.4 (HRA); and
- 2.3 That the initial budgetary position for 2019/20 and beyond indicated by the 2018/19 outturn be noted.

3 Background

- 3.1 This report provides an overall summary of the revenue outturn for the financial year 2018/19. The 2018/19 accounts are subject to audit, but are not now expected to change. The report also considers the potential implications that the 2018/19 outturn holds for the opening budgetary position for 2019/20, and the possible mitigations available to deal with any resultant in-year pressures.

4 General Fund - £1.836M in-year surplus

- 4.1 The table below summarises the revenue outturn for the General Fund and the consequential use of balances for 2018/19. The outturn has been prepared on

the assumption that all appropriations to and from earmarked reserves are approved. Councillors are invited to consider the appropriate level of appropriations later in this report.

| Portfolio | Original Budget £000 | Probable Outturn £000 | Forecast Period 10 £000 | Actual £000 |
|---|---------------------------------|--------------------------------------|--|------------------------|
| Leader | 10,936 | 11,477 | 11,416 | 10,885 |
| Growth | 3,081 | 3,264 | 3,272 | 3,000 |
| Adults and Housing | 42,877 | 41,408 | 41,518 | 40,932 |
| Children and Learning | 33,556 | 39,246 | 39,650 | 42,111 |
| Healthy Communities and Wellbeing | 13,636 | 15,274 | 14,784 | 16,960 |
| Infrastructure | 14,173 | 19,109 | 17,416 | 16,551 |
| Public Protection | 13,782 | 13,505 | 13,449 | 13,235 |
| Portfolio Net Expenditure | 132,041 | 143,283 | 141,505 | 143,674 |
| Reversal of Depreciation | (28,281) | (32,703) | (30,415) | (29,945) |
| Levies | 638 | 638 | 638 | 560 |
| Financing Costs | 8,542 | 8,262 | 8,270 | 7,576 |
| Contingency | 5,716 | 3,102 | 3,055 | 0 |
| Pensions Upfront Funding | (3,734) | (3,734) | (3,734) | (3,734) |
| Net Operating Expenditure | 114,922 | 118,848 | 119,319 | 118,131 |
| Government Grants | (2,380) | (2,380) | (2,380) | (2,546) |
| Revenue Contribution to Capital | 5,058 | 2,380 | 2,380 | 1,756 |
| Contribution to / (from) Earmarked Reserves | 5,436 | 6,040 | 4,586 | 7,245 |
| Net Expenditure | 123,036 | 124,888 | 123,905 | 124,586 |
| Revenue Support Grant | (10,318) | (10,318) | (10,318) | (10,318) |
| Business Rates Top-up Grant | (12,085) | (12,085) | (12,085) | (12,618) |
| Retained Business Rates | (21,924) | (24,424) | (24,424) | (24,777) |
| Collection Fund Surplus | (2,500) | (2,500) | (2,500) | (2,500) |
| Council Tax | (76,209) | (76,209) | (76,209) | (76,209) |
| Surplus | 0 | (648) | (1,631) | (1,836) |

- 4.2 The table above shows that net expenditure for 2018/19 totalled £124.586 million. This was £0.631 million (0.7%) above the month 10 forecast. However there has been further improvements to grants receivable in relation to Business Rates that more than compensates for the increase in net expenditure, meaning that overall the in year surplus has grown by a further £0.205 million to £1.836 million. This represents an additional appropriation to Earmarked Reserves. Given that the overall gross spend of the Council is in the region of £375 million, these variances are within acceptable parameters.

- 4.3 Councillors have been in receipt of budget monitoring information at each Cabinet meeting, so most variances have been well documented. 2018/19 has been a difficult year, seeing increases in demand and cost for Children's social care, with an increase in looked after children from 291 to 311 during the year, generating additional costs in placements and social worker numbers. Reliance has had to be placed on the use of earmarked reserves set aside for this purpose to compensate for the additional costs being incurred. Expenditure on the highway had to increase following the deterioration caused by weather conditions early in 2018, with at least 4,000 pot holes and 5,000 other highway defects being addressed, and was only partly compensated for by additional one-off government grant. Income targets across parts of the Council have proved to be challenging, but offset by in-year savings and income flows elsewhere.
- 4.4 This report concentrates on variances between the month 10 forecast and the outturn. Although the overall outturn is in line with the period 10 forecast, there are of course numerous under and overspends on individual services. In particular the year-end review of provisions for insurance, redundancies and bad and doubtful debts have been undertaken, resulting in the release of monies previously set aside back into the general fund. Additionally year end reviews are undertaken of revenue projects associated with particular grant streams. Where the project has not completed in year, the value of the unspent grant is carried forward through the use of earmarked reserves.
- 4.5 There are however a number of principal underlying variances between period 10 and the actual outturn:

| | £000 |
|--|--------------|
| Treasury Management | (694) |
| Increase in General Grants | (166) |
| Increase in Business Rate income | (886) |
| Various net overspends | 73 |
| Adult Social Care (older people and LD) | 1,400 |
| Children's Social Care (care packages, leaving care and staffing) | 1,080 |
| Housing Fraud write off | 250 |
| Parking Income and Management | 410 |
| Waste Management | (320) |
| Economic Development | (340) |
| ICT (staffing) | (380) |
| Highways and Street Works | 350 |
| Release of provisions no longer required | (800) |
| Housing Benefits (subsidy timing issue) | 700 |
| Various self-balancing appropriations valued at £2.659M, relating to business rate grants, review of insurance provisions and the carry forward of the spending power of service specific grants | |
| Write off of abortive expenditure on the New Museum and Art Gallery projects of £2.173M, offset by use of contingency budget | |
| Remaining unused contingency budget | (882) |
| Total Variance | (205) |

Appropriations to and from Earmarked Reserves

- 4.6 Set out below are the recommended appropriations to and (from) earmarked reserves, subject to the approval of Cabinet, annotated as appropriate where the appropriation is materially different from that planned. Apart from previously planned and self-balancing appropriations, additional appropriations are limited to transfers between reserves.

| Reserve | Planned to period 10 £000 | Self-Balancing* £000 | Additional £000 | Total £000 |
|--|------------------------------|-------------------------|--------------------|---------------|
| Capital Reserves The drawdown of capital reserves has been adjusted to match the level of revenue contributions towards capital expenditure. | (733) | 457 | 0 | (276) |
| Corporate Reserves It is proposed that the balance of the in-year surplus be transferred to the Business Transformation Reserve. | 8,969 | (147) | 397 | 9,219 |
| Service Reserves It is proposed that monies be transferred from other reserves, in particular to facilitate the on-going children's social care transformation work. In addition monies have been provided in the specific corporate projects reserve for the additional spend proposals made at March Cabinet | (2,138) | 257 | 1,439 | (442) |
| Grant Reserves Used to transfer the spending power represented by unused grant income between years | (1,512) | 2,092 | 0 | 580 |
| Total appropriations to / (from) reserves | 4,586 | 2,659 | 1,836 | 9,081 |

* Self Balancing appropriations are particularly those where an underspend in grant received is matched by a balancing underspend in expenditure, with the unspent grant being carried forward through earmarked reserves.

Messages for 2019/20 and beyond

- 4.7 Notwithstanding the overall underspend achieved in 2018/19, it was on the basis of a mixture of potential on-going budgetary pressures and one-off savings and adjustments. A number of the on-going budgetary pressures seen in 2018/19 were provided for in setting the 2019/20 budget; however not necessarily to the extent of the final pressure seen, or in all areas.
- 4.8 Directors and all services are aware that it is vital that all budgets including approved budget reductions are delivered to plan not only to achieve a balanced outturn in 2019/20 but also to avoid putting further pressure on budget plans for future years. Part of being able to do so is to understand pressures inherited from the previous year, by way of increased demand and costs, and undelivered savings, and also newly emerging pressures in 2019/20.
- 4.9 Analysis has therefore been undertaken to provide insight into the messages contained in the 2018/19 outturn, alongside an initial review of 2019/20. Although there are a number of pressure areas across the Council, this process has thrown up two main areas; namely Children's Social Care and Planning and Transport.

Children's Services

- 4.10 Children's services closed the 2018/19 financial year with a final £2.5M overspend, notwithstanding the agreed application of both ongoing and in year budget adjustments. As previously reported, these pressures have been mainly driven by an overall net increase in the numbers of children looked after over the last 3 years, more expensive residential care placements (due to market conditions), an increase in the number of expensive secured care placements required, as well as an increased case load demand on social workers.
- 4.11 These pressures are projected to continue into 2019/20. The Children's budget can also be particularly sensitive to changes in demand, with an average residential care placement costs £170,000 per annum. In setting the 2019/20 budget, some recognition was made of the pressures being experienced and funded from temporary resources by the addition of £1.8M across the Children's social care budgets, together with making arrangements to replenish the exhausted Children's social care earmarked reserve.
- 4.12 The Children's pressures have continued to grow since budget setting. Extrapolating forward the final spend in 2018/19, compared to the opening budget for Children Services gives an immediate 2019/20 opening budget pressures of £3.7M. The pressures centre around £2.1M for external private fostering, residential and secured placements, £550,000 leaving care placements and Unaccompanied Asylum Seeker, £250,000 Children with disabilities placement costs, £100,000 supporting families with no recourse to public funds, £500,000 staffing supporting increased social work case load, as well as a £200,000 shortfall against the budgeted troubled families' payment by results and grant income target. These numbers incorporate the impact of £250,000 of savings not being landed in 2018/19. At budget setting it was recognised that Children's Social Care was likely to face continuing budgetary pressure, and the decision was made to restore the earmarked reserve to £2M to assist if needed.

Planning and Transport

- 4.13 Volatility in Planning and Transport budgets lies primarily around car parking income. At present there is no evidence of an opening pressure on this income target, but it is hugely weather dependent. Really good weather during holiday periods tends to drive higher parking revenues, with the opposite being true for bad weather. Good holiday weather could therefore mitigate a proportion of the observed pressures referred to below. However it is already apparent that there are pressures on the parking management budget of around £250,000.
- 4.14 There are income pressures arising from street work permits and rechargeable works. There has been an issue with the collection of street work permit income due to lack of evidence. Whilst this issue appears resolved going forward, it has exposed an underlying income shortfall of £600,000 against budget. This is exacerbated by an expected shortfall of £150,000 in relation to rechargeable works.

- 4.15 Routine maintenance costs on the highway and footways (otherwise known as ad-hoc patch and minor repairs) were forecast to overspend significantly in 2018/19. The Department for Transport provided a grant of £617,000 in year and although some was allocated to capital schemes, £400,000 was allocated to the patch and minor repairs budget. With no certainty of any similar funding being made available for 19/20 and in light of the costs incurred in the first 6 weeks of the year, a pressure of £450,000 is expected. This pressure incorporates the impact of £100,000 of savings not being landed in 2018/19 in this budget area.
- 4.16 Other pressures include £175,000 on the street lighting energy budget , £80,000 additional security at the Travel Centre and £180,000 for additional staff have been recruited into the highways inspection team in order to maintain the information gathered as part of the Highways Asset Management Plan.

Mitigations

- 4.17 These finding are indications of the financial pressures facing services at the start of the new financial year, not firm forecasts of anticipated outturn at this stage. Directors are aware that they have a duty to work within the budget envelope provided, and therefore must make every effort to contain these pressures through in-year management action, and to fully deliver on the agreed budget reductions.
- 4.18 Experience from previous years also strongly suggests there will be areas of underspend and betterment across the Council's budget that will mitigate, at least in-year, the pressures felt elsewhere. For instance waste management has a history of underspending over recent years, whilst the budget is kept artificially high pending future waste arrangements.
- 4.19 In setting the 2019/20 budget, as usual, £2M was set aside within the contingency budget against these eventualities, together with a further £1M for inflation. There is no suggestion that these sums be used now to meet in-year pressures, but it remains a useful safety net.
- 4.20 The Council also holds earmarked reserves specifically against the risks associated with Childrens and Adult Social Care pressures, that at the start of 2019/20 stood at £2M and £2.4M respectively. Use of these reserves are by their nature only a one-off mitigation.
- 4.21 It is also likely that once empirical evidence of the performance of business rates is generated, especially in relation to the Essex Pool, that there will be additional income available. For example the Essex Business Rates Pool generated an additional one-off £985,000 for the Council. A similar situation may well also arise in relation to reduced financing costs.
- 4.22 A better picture on these mitigations will be available in time for the first full budget monitoring report due at September Cabinet.

5 Housing Revenue Account - £1.510M in-year Surplus

5.1 The table below summarises the provisional revenue outturn for the Housing Revenue Account and the consequential use of balances for 2018/19.

| | Original Budget £000 | Revised Budget £000 | Forecast Period 10 £000 | Actual £000 |
|---|----------------------------|---------------------------|----------------------------------|-----------------|
| Employees | 210 | 210 | 210 | 212 |
| Premises (excluding repairs) | 790 | 765 | 770 | 873 |
| Repairs | 4,930 | 5,399 | 5,399 | 5,241 |
| Supplies and Services | 69 | 69 | 69 | 28 |
| Management Fee | 5,579 | 5,617 | 5,617 | 5,617 |
| MATS | 1,146 | 1,146 | 1,146 | 1,095 |
| Provision for Bad Debts | 394 | 394 | 394 | 75 |
| Depreciation, Impairment etc | 6,284 | 6,284 | 6,284 | 6,568 |
| Interest Charges | 3,472 | 3,462 | 3,462 | 3,489 |
| Debt Management | 43 | 43 | 43 | 26 |
| Total Expenditure | 22,917 | 23,389 | 23,394 | 23,224 |
| Fees and Charges | (376) | (376) | (376) | (740) |
| Dwelling Rents | (24,900) | (25,495) | (25,595) | (25,715) |
| Other Rents | (1,372) | (1,372) | (1,372) | (1,477) |
| Contribution from Leaseholders | 0 | 0 | 0 | (287) |
| Interest | (250) | (240) | (240) | (313) |
| Recharged to Capital | (566) | (525) | (525) | (382) |
| Total Income | (27,464) | (28,088) | (28,108) | (28,914) |
| Net Operating Expenditure | (4,547) | (4,619) | (4,714) | (5,690) |
| Statutory Mitigations on Capital Financing | 0 | 0 | 0 | 168 |
| Revenue Contribution to Capital | 1,925 | 991 | 1,973 | 1,390 |
| Appropriation to Earmarked Reserves | 2,622 | 2,622 | 2,622 | 2,622 |
| Surplus | 0 | (1,006) | (119) | (1,510) |

5.2 The table above shows that the HRA generated an in-year surplus of £1.510M for 2018/19, principally generated through additional income.

5.3 There are a number of under and overspends on individual budget lines. These include additional rental income coupled with additional fees and charges. In addition there has been less need to top up the provision for bad and doubtful debts. The Revenue Contribution to Capital spend has decreased, in line with the delivery of the capital programme. Finally, rather than build a higher general reserve for the HRA, additional net appropriations to HRA earmarked reserves are proposed.

5.4 Therefore the recommended HRA appropriations are:

| HRA Reserve | Planned £000 | Additional £000 | Total £000 |
|--|-------------------------|----------------------------|-----------------------|
| Repairs Contract Pensions Reserve | 60 | 0 | 60 |
| Capital Investment Reserve | 1,043 | 1,510 | 2,553 |
| Major Repairs Reserve (Revenue) | 1,519 | 0 | 1,519 |
| | 2,622 | 1,510 | 4,132 |

6 Other Options

- 6.1 This is a factual report setting out the provisional outturn. As such there are no other options. Councillors are of course able to suggest changes to the amounts appropriated to and from earmarked reserves, which would result in a compensating adjustment to the amount taken to or from general reserves.

7 Reasons for Recommendations

- 7.1 As part of the year end processes, Councillors need to approve any appropriations to or from earmarked reserves. This report fulfils that purpose.

8 Corporate Implications

8.1 Contribution to Council's Vision & Critical Priorities

This report outlines the delivery of the Council's objectives and priorities in financial terms

8.2 Financial Implications

As set out in the report

8.3 Legal Implications

None

8.4 People Implications

None

8.5 Property Implications

None

8.6 Consultation

None

8.7 Equalities Impact Assessment

None

- 8.8 Risk Assessment
None
- 8.9 Value for Money
As set out in the report
- 8.10 Community Safety Implications
None
- 8.11 Environmental Impact
None
- 9 Background Papers**
None
- 10 Appendices**
None

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Southend-on-Sea Borough Council

Report of Strategic Director (Finance and Resources)
to

Cabinet

on
25 June 2019

Agenda
Item No.

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

Provisional Capital Outturn 2018/19
All Scrutiny Committees
Cabinet Member: Councillor Ron Woodley
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To inform members of the capital investment programme outturn for 2018/19 and to seek approval for the relevant budget carry forwards and accelerated delivery requests.
- 1.2 To also seek approval for in year amendments for the current approved programme.

2. Recommendations

That Cabinet:

- 2.1 **Note that the expenditure on the capital programme for 2018/19 totalled £50.899m against a revised budget of £52.648m, a delivery of 96.7% (sections 3.3 and 3.5).**
- 2.2 **Approve the relevant budget carry forwards and accelerated delivery requests totalling a net £3.059m moving into 2019/20, as set out in Appendices 1 and 2.**
- 2.3 **Note the virements, reprofiles and amendments and new external funding for schemes, as detailed in Appendices 3, 4 and 5.**
- 2.4 **For the A127 Kent Elms Junction Improvements project (Section 4.1):**
- **note that the delays to the project have led to an overspend against the scheme budget of £2.446m with £1.075m of this incurred in 2018/19;**

- approve a further budget of £1.371m to be added to the capital investment programme to deliver the scheme over the following years, 2019/20 £1.331m and 2020/21 £0.040m, to be financed by borrowing.

2.5 For the Priory, Delaware and Viking new build project (Section 4.2):

- note the updated financial business case position;
- agree to move this project from the 'Schemes subject to viable business cases' section into the main capital investment programme;
- note the procurement exercise undertaken which has resulted in an additional budget requirement;
- approve a further budget of £1.519m is added to the capital investment programme in 2020/21 to be financed by borrowing, to enable the scheme to be delivered.

2.6 Approve a budget of £4.3m to be added to the Housing Revenue Account (HRA) capital investment programme in 2019/20 to facilitate the HRA Affordable Housing Acquisitions Programme, funded 30% from retained Right to Buy capital receipts and 70% from the HRA Capital Investment Reserve. (Section 4.3)

2.7 Approve a budget of £0.250m to be added to the capital investment programme, £0.125m in 2019/20 and £0.125m in 2020/21, to undertake a two year programme of street lighting infill to be financed by borrowing. (Section 4.4)

2.8 Approve the relevant changes to the budget identified since the approved capital investment programme was set at Council on 21 February 2019, as detailed in Appendix 6.

2.9 Note that the above changes will result in an amended Capital Investment Programme of £233.166m for the period 2019/20 to 2023/24, as detailed in Appendix 7.

2.10 Note the schemes subject to viable business cases for the period 2019/20 to 2021/22 totalling £37m (Appendix 7).

2.11 Note the content of the Community Infrastructure Levy (CIL) Annual Financial Report 2018/19 (included in Appendix 8), and agree to carry forward CIL Main Fund receipts from 2018/19 and previous financial years until spending plans are reviewed early 2020/21.

2.12 Delegate authority to the Director for Planning and Transport (in consultation with Ward Members and the Executive Councillor for Environment and Planning) to agree how the Ward Neighbourhood Allocations received up until 31st March 2019 (excluding allocation to Leigh Town Council) are to be spent.

3 2018/19 Outturn

Overview

- 3.1. Throughout the 2018/19 financial year the capital investment programme has been subjected to robust monitoring to ensure delivery and alignment with the Southend 2050 ambition and desired outcomes. As a result of this monitoring, revisions were made during the year to the capital investment programme budgets with the agreement of Cabinet. The last revision was made in February 2019 and approved by Council on 21 February 2019.
- 3.2. The changes are summarised in the table below.

| | £'000 |
|--|---------------|
| Original Budget 22 February 2018 Council | 92,984 |
| June Cabinet adjustment of carry forwards from 2017/18 | 6,795 |
| Accelerated Delivery of 2018/19 schemes | (2,584) |
| Re-profiles, New External funding and other adjustments agreed at 19 June Cabinet | (19,506) |
| Re-profiles, New External funding and other adjustments agreed at 6 November Cabinet | (17,208) |
| Re-profiles, New External funding and amendments agreed at 12 February Cabinet | (7,833) |
| Revised Capital Programme – 21 February 2019 Council | 52,648 |

Brackets indicate a reduction in budget

- 3.3. The summary on the next page shows the 2018/19 actual spend against budget for the different types of investment.

| Scheme by area of investment | Revised Budget £000 | Actual £000 | Variance £000 | % Spent | Notes on delivery (see paragraphs 3.7 to 3.15 for the outcomes achieved) |
|---|----------------------------|--------------------|----------------------|----------------|---|
| Social Care | 881 | 793 | (88) | 90.0 | Social Care ICT systems to be delivered in 2019/20 - £150k included as carry forward requests. £66k accelerated spend on the Delaware and Priory scheme – see paragraph 4.2.1. |
| General Fund Housing | 1,438 | 1,001 | (437) | 69.6 | Multi-year schemes - £428k included as carry forward requests. |
| Schools Capital Schemes | 13,086 | 15,030 | 1,944 | 114.9 | Expansion schemes at secondary schools delivered ahead of schedule - £1,749k included as a request for accelerated delivery of budgets |
| Culture & Tourism | 4,801 | 4,795 | (6) | 99.9 | |
| Highways and Infrastructure | 10,243 | 9,424 | (819) | 92.0 | Multi-year schemes at various stages of completion – £1,854k included as a net of carry forward and accelerated delivery requests. £1,075k overspend on the A127 Kent Elms scheme – see paragraph 4.1.9. |
| Enterprise & Regeneration | 3,941 | 4,732 | 791 | 120.1 | Projects have delivered ahead of schedule (mainly Airport Business Park) - £792k included as a request for accelerated delivery of budgets |
| Energy Saving Projects | 133 | 135 | 2 | 101.5 | |
| Section 106 / Section 38 / CIL | 963 | 261 | (702) | 27.51 | Multi-year planning and highways agreements at various stages of completion – £744k included as a net of carry forward and accelerated delivery requests. |
| Works to Property | 1,289 | 864 | (425) | 67.0 | Multi-year schemes at various stages of completion – £416k included as a net of carry forward and accelerated delivery requests. |
| Community Safety | 199 | 153 | (46) | 76.9 | |
| Southend Pier | 3,158 | 1,800 | (1,358) | 57.0 | Delays have occurred in tendering the structural engineering works but condition works completed ahead of schedule - £1,339k included as a net of carry forward and accelerated delivery requests. |
| ICT Schemes | 3,458 | 3,078 | (380) | 89.0 | Channel Shift projects and the development of the case management system for childrens and adults to be continued into 2019/20 - £396k included as carry forward requests. |
| Council Housing and New Build Programme | 9,058 | 8,833 | (225) | 97.5 | The Decent Homes programme and disabled adaptations are multi-year schemes underspent against budget. Offset by the construction of new council dwellings being delivered ahead of schedule. |
| Total | 52,648 | 50,899 | (1,749) | 96.7 | |

Brackets indicate an underspend against budget

- 3.4 Best practice and normal accounting convention requires that the approved Capital Investment Programme includes budgets for all potential capital expenditure. Therefore the programme contains budgets for schemes such as Section 106 funding where expenditure is contingent on a condition being met, grants that are paid to the Council in full are drawn down over a period of time and schemes managed in partnership or by other bodies, e.g. schools.
- 3.5 The outturn for 2018/19 shows a final spend position of £50.899m against a revised budget of £52.648m, which is an 96.7% outturn position.
- 3.6 The capital investment in the year contributed to the delivery of the desired outcomes identified as part of the Southend 2050 ambition. The key themes and outcomes are shown below:

Investment Areas

3.7 Social Care

Under the theme Safe and Well investment in this area contributes to the desired outcome that we are all effective at protecting and improving the quality of life for the most vulnerable in our community.

A major investment is for the re-development of the Delaware and Priory Residential Care homes and the Viking Day Centre. It is a 60 bedded unit which has been designed to be agile and adaptive by initially creating an environment of 45 beds where people can undergo an intense period of assessment and reablement with a view to them returning home, not remaining in long term care. A modern and adaptive space which will be used to support people with profound learning disabilities to lead fulfilling lives

In the first instance, a proportion of the unit (15 beds) will continue to support some of the most complex and challenging older people suffering with dementia. An environment aligned to the Southend 2050 vision and locality approach. The Locality Approach focuses on supporting people to remain in their own home surrounded by their family, friends and other assets for as long as possible. More information of this scheme is set out in section 4.2.

3.8 Schools

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that our children are school and life ready and our workforce is skilled and job ready.

The schools capital investment programme continues to be dominated by the need to provide more school places to cope with the current high pupil numbers, as the demand moves from the primary sector to the secondary schools. Expenditure on the education capital programme for 2018/19 was £15.0m. Of this, £13.5m was spent on the provision of new secondary school places and improvements to special education accommodation.

The expansion of two year old childcare facilities has continued with a spend of £60k to upgrade private provider facilities to take two year old nursery pupils who qualify for a free place. An additional Early Year grant of £536k has been

used to upgrade the nursery accommodation at a private setting and at Edwards Hall Primary School. The grant also covered a replacement building for the private nursery at the Renown Centre in Shoeburyness to allow demolition and redevelopment of the site by the council to build additional social housing in the area.

The programme to expand secondary schools is now entering its third year. It is a multi-year programme that started in 2016/17. There was a spend of £5.8m in 2017/18 and £13.5m in 2018/19. This programme will continue into 2019/20 and when completed will see an additional 1,100 permanent places for year seven to year eleven pupils across the non-selective sector. A further 450 places will also be created when demand requires them.

£0.7m was spent on condition works within the maintained primary schools, the Adult Community College and Children's Centres. These covered larger high cost repairs and replacements projects on roofs, curtain walling windows and boilers that are beyond the budget of the individual settings. In addition, £317k was devolved as formula capital to the maintained schools to manage their own smaller capital works.

Much of the schools capital programme scheme involves multi-year projects. Net budget carry forward, accelerated delivery requests and other budget adjustments of £1.9m have been put forward as part of this report

3.9 Enterprise and Regeneration

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bring prosperity and job opportunities to the borough.

A major investment is for the Airport Business Park, which is a major strategic employment site in close proximity to London Southend Airport. It is envisaged that the new Business Park will become renowned as a leading regional centre for the science, medical and technology sectors and deliver benefits for both local businesses and local communities. The development will create thousands of job opportunities for local people, attract inward investment and it is hoped it will bring lasting prosperity to the region. £3.9m of investment has been made in design and construction during 2018/19 towards this outcome.

3.10 Culture and Tourism

Under the theme Pride and Joy investment in this area contributes to the desired outcome that the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.

Under the theme Safe and Well investment in this area contributes to the desired outcome that Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

Under the theme Active and Involved investment in this area contributes to the desired outcome that more people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that key regeneration schemes such as seafront developments are underway and bringing prosperity and job opportunities to the borough.

The borough's libraries (including the Forum) had over a million visitors during 2018/19. A major investment is for Forum II, the second phase development of the Forum in partnership with South Essex College. This will deliver education, cultural and business space so as to increase the opportunity to engage with digital, cultural and creative industries. £0.5m of investment has been made in design, consultancy, architects and planning during 2018/19 towards this outcome, with the more significant investment to come in 2019/20 to 2021/22..

A major investment of £1.5m was made to replace and enhance the steps on the Belton Hills.

In last year's Residents Perception Survey Parks and open spaces were an important aspect for residents. The town has many parks, gardens and nature reserves offering a range of facilities including sports pitches/courts, children's playgrounds, skateboarding, cafés, boating lakes, fishing lakes and wildlife areas. In recognition of this, capital investment of £0.4m has been made in the town's parks and open spaces during 2018/19.

3.11 Southend Pier

In the Residents Perception Survey residents were asked what they most like about living in this area. The seaside/beach was one of the top responses. A key element of this is Southend's historic pleasure pier, the longest in the world. In recognition of this, capital investment of £1.8m had been made in the pier, including £0.8m on condition works. Numbers of visitors have increased year on year with record numbers in 2018/19 of 380,000. Visitor numbers so far in 2019/20 are exceeding the levels for the same period last year.

3.12 Highways and Infrastructure

The Residents Perception Survey also asked what they most disliked about living in this area. The quality of the roads and pavements was the top area of concern and in response to this, capital investment of £7.9m in improvements to the town's highway and footpath network has been made during 2018/19, with 93,440 m² of carriageway being resurfaced. This amount includes repairing potholes and junction improvements.

Investment of £2.3m was made in improvements to the A127 Kent Elms junction, including new inbound lanes, pedestrian crossings and the foundations for the new footbridge. More information of this scheme is set out in section 4.1.

The availability of parking and the amount of traffic congestion were other key areas of concern and in response to this, capital investment of £0.9m has been

made during 2018/19 for improvements and major works to the town's car parks and for traffic management, network and control systems.

3.13 Community Safety

As part of the survey residents were also asked how safe or unsafe they felt when outside in their local area. Less than one in ten residents said they felt unsafe during the day but four in ten residents said they felt unsafe after dark. Women and younger residents were more likely to feel unsafe after dark, with perceptions varying by locality. In response to this, capital investment of £0.2m has been made during 2018/19 for community safety, including the installation of CCTV equipment and consultancy on security measures.

3.14 Council Housing and New Build Programme

Under the theme Safe and Well investment in this area contributes to the desired outcome that we are well on our way to ensuring that everyone has a home that meets their needs.

Investment of £8.8m was made during 2018/19 in the borough's Council Housing and New Build Programme. This included £5.8m of Decent Homes work to the Council's housing stock including 36 kitchen and 41 bathroom modernisations and 55 rewiring schemes, together with improvements to the common areas and environmental health and safety works. This also included £0.5m for disabled adaptations and £2.2m for the construction of new housing on HRA land.

3.15 General Fund Housing

Under the theme Safe and Well investment in this area contributes to the desired outcome that we are all effective at protecting and improving the quality of life for the most vulnerable in our community.

£1.0m of disabled facilities grants were awarded during 2018/19 with 95 grants relating to adults and 6 relating to children. This is an area of high demands with 271 referrals being received during the year, an average of 23 per month.

Revised capital investment programme

3.16 A range of schemes have been identified that are funded from external contributions and grants. These have been included in the capital investment programme but there is flexibility in when these schemes are delivered either by the funder determining when it is appropriate or the Council matching delivery to available resources.

3.17 In total there are a number of schemes with unspent budgets in 2018/19 where the budget is needed in 2019/20 in order to complete the schemes. These schemes have started and/or are fully committed to but due to various factors have not completed or reached the anticipated stage by the 31 March 2019. These budget commitments total £7.445m and are summarised in Appendix 1.

- 3.18 In addition, some schemes have exceeded their 2018/19 budget allocation. The two causes of this are unforeseen costs being incurred or schemes spending ahead of profile in order to accelerate delivery, i.e. multi year schemes being delivered earlier or preliminary works starting on 2019/20 schemes to ensure their prompt completion. The sum of this accelerated delivery totals £4.386m and is analysed in Appendix 2.
- 3.19 Schemes that have exceeded their 2018/19 budget allocation will be financed by compensatory under spending on other schemes. The amended budget for 2018/19 after carry forward, accelerated delivery requests and budget adjustments have been taken into account is £49.755m. An outturn of £50.899m against this amended budget gives a net overspend of £1.144m.
- 3.20 In summary these adjustments are set out in the following table:

| | General Fund £000 | Housing Revenue Account £000 | Total £000 |
|--|----------------------------------|---|-----------------------|
| Net variance against February 2019 revised budget | (1,524) | (225) | (1,749) |
| Net position of carry forward and accelerated delivery requests (Appendices 1 and 2) | 2,830 | 229 | 3,059 |
| Variance after carry forwards and accelerated delivery requests | 1,306 | 4 | 1,310 |
| Additional budget adjustments (Appendix 6) | (166) | - | (166) |
| Adjusted net variance | 1,140 | 4 | 1,144 |

Brackets indicate an underspend against budget and additional income

- 3.21 An amended Capital Investment Programme reflecting all the changes above is attached at Appendix 7.

Capital Financing of the Programme

- 3.22 The capital investment programme is fully financed. When the budget is set, estimates are made on the likely levels of capital receipt, grant that will be received during the year, the likely level of borrowing required as well as the proposed level of expenditure. As the actual expenditure differs from the proposed budget, the associated financing needs to be amended also to reflect this.

3.23 The capital expenditure in 2018/19 is financed as follows;

| | 2018/19 Actual (£m) |
|---|------------------------------------|
| Total Capital Expenditure | 50.899 |
| Financed by: | |
| Borrowing ⁽¹⁾ | 20.135 |
| Invest to Save Financing ⁽¹⁾ | 0.369 |
| Capital Receipts | 2.051 |
| Capital Grants Utilised | 18.201 |
| Major Repairs Reserve | 6.076 |
| Other Revenue/ Capital Reserve Contributions | 3.146 |
| Third Party Contributions | 0.921 |
| Total Financing | 50.899 |

Note 1 - this relates to both internal and external borrowing

4. Key amendments to the capital investment programme

4.1 A127 Kent Elms Junction Improvements scheme

- 4.1.1 The £6.5m Kent Elms Improvements project was allocated £4.3m from LGF, with an additional contribution of £0.8m from the Essential Major Highway and Bridge Maintenance from LGF, £0.459 National Productivity Investment Fund (NPIF) and the remaining £0.905m Capital Contribution.
- 4.1.2 Construction commenced in November 2016 and highway works were programmed for completion in May 2017 with the new footbridge to be installed soon after. A number of utility diversion works were required to be undertaken during the construction of the highway works. National Grid Gas diversion works were programmed to be undertaken over 3 weeks. However their works took over 16 weeks to be completed. National Grid Gas reported that poor ground stability delayed their programme significantly which pushed the new network verification testing into an embargo period which caused further delays to their programme.
- 4.1.3 National Grid Gas delays then had a knock on effect with UK Power Networks cabling diversion works and BT Openreach diversions. There was not enough space in the footway for the utilities to work concurrently. The Council's project team ensured that where possible mitigation measures were undertaken during this period to minimise the impact of the delays. The main contractor, Eurovia carried out excavation works supporting the utilities where possible. These

utility delays also affected Eurovia's programme as they had to alter their working to allow the utility companies access to the areas of site to undertake the necessary diversion works.

- 4.1.4 Once BT Openreach were provided access to the site they also encountered delays to their programme. The most significant was due to their delay in commencing the design work on the southern side of the junction, installing new fibre optics and customer changeover works which took a number of months and they also had a six week winter embargo within which no works could take place. Despite the council formally writing to BT Openreach pressing for an early completion their works were completed in March 2018.
- 4.1.5 Once work commenced on the footbridge foundations it was established that a Essex and Suffolk Water main outside Kent Elms Health Centre was located 3 meters closer to the Health Centre and 1.5 meters shallower than showed by the information gathered. This caused a delay to the footbridge foundations and the footbridge design was halted until a solution could be established. This solution ultimately required the water main to be diverted.
- 4.1.6 To mitigate costs the Council's project team ensured that highway works were completed in sections with the eastbound carriageway completed in June 2018. The westbound carriageway works recommenced in April 2018, once BT Openreach diversions were complete. The westbound carriageway works were completed in September 2018. The Essex and Suffolk water main diversion works were completed in October 2018 and the north footbridge foundations recommenced construction in November 2018.
- 4.1.7 Although additional works were included within the scheme based on consultation responses received, it was considered that the cost of these additions would be covered by the scheme contingency. These included the new pedestrian crossing of the A127 near Mendip Crescent, the deceleration lane by Eastwood Road North and surfacing on Rayleigh Road. The main cost increases accounting for the overspend relate to inefficient working as a direct consequence of utility company delays, and delays for the water main diversion works which impacted the installation of the footbridge foundations. Additional costs were also incurred on traffic management, supervision and staff costs due to the extension of the overall programme.
- 4.1.8 This scheme has overrun as a direct consequence of delays to utility company diversion works and utility apparatus being encountered in unexpected locations. In addition to impacting on the programme for completing the scheme the delays to the utility works have had a consequential impact on project costs with the result that the scheme budget has been exceeded by £2.446m. (Original budget of £6.5m against outturn of £8.946m.)
- 4.1.9 £1.075m of this relates to 2018/19 and is shown as part of the net overspend set out in paragraph 3.19. Further budget of £1.371m is being requested to finance the scheme over the following years, 2019/20 £1.331m and 2020/21 £0.040m. The additional £2.446m is to be financed by borrowing and the finance costs of this are approximately £170,000 p.a.

- 4.1.10 Once the consequential costs of the delay to utility works has been established recovery action will be considered against the utility companies for recovery of relevant costs.
- 4.1.11 Lessons learnt from issues with utility diversions at Kent Elms Junction will be taken forward for future schemes. For example extensive trial hole investigations have been undertaken to locate utilities apparatus at The Bell junction so that issues are avoided in forthcoming works.

4.2 Re-development of the Delaware and Priory Residential Care homes and the Viking Day Centre

4.2.1 An outline Business Case was approved at Cabinet on 14 March 2017 for the development of a new care home and day centre on the Priory site. Work has proceeded on design and procurement. Following the tender process, the lowest price and also preferred bidder has resulted in an additional £1.585m of capital investment being required, this is due to a number of factors such as:

- introduction of enhanced fire safety measures following the Grenfell Tower fire;
- requirement to use piled foundations instead of pad foundations following ground condition surveys;
- there continues to be high volatility in the construction market given the uncertainty over Brexit which is also reflected in the tender returns.

The preferred bidder has agreed to hold the submitted price until the end of July 2019.

£66,000 of the existing 2019/20 budget has been spent in 2018/19. So the additional capital investment requirement being requested is £1.519m in 2020/21.

4.2.2 Consideration needs to be given to the fact that Priory and Delaware are at the end of their build life so would need significant investment or closure and that the Viking building is not fit for purpose and an alternative site would need to be found for the people currently receiving support there. A business case has been drawn up and the new facility achieves a surplus to the Council from the date of operation of 1st October 2020 of £148,000 per annum (equivalent half year £74,000 in 2020/21), rising to an ongoing and long term surplus for the Council from 2025/26 of £455,000 per annum.

4.2.3 This is an opportunity to provide an adaptive short term assessment unit that contributes towards avoiding unnecessary hospital admissions, supports people to remain in their own homes for longer and to live fulfilling lives.

4.3 Affordable Housing Acquisitions Programme

4.3.1 The Council is required to make use of retained Right-to-Buy (RTB) receipts within three years of their collection, or pay the receipt in full (plus interest) to HM Treasury. The Council is currently required to invest £4.306m in affordable

housing by the end of 2019/20 in order to not return our RTB receipts and incur interest payments.

4.3.2 The proposed capital investment budget of £4.306m for the HRA acquisition programme will be funded by a combination of retained RTB receipts (30%) and HRA Capital Reserves (70%).

4.3.3 This is the subject of a separate Cabinet report elsewhere on this agenda.

4.4 Street Lighting Infills

4.4.1 It is a key priority of the new joint administration to undertake a two year programme of street lighting infill. It is therefore recommended that a new budget of £250,000 be added to the capital investment programme, £125,000 in 2019/20 and £125,000 in 2020/21, to be financed by borrowing. This should cover 100 columns with an approximate cost of £2,500 per column including fitting. The financing costs are approximately £16,000 p.a.

5. Other changes to the budget for 2019/20 onwards

5.1 Since the approved capital investment programme was set at Council on 21 February 2019, there have been some changes to the capital budget. They are not significant in number but are required to provide a continually updated programme to enhance the delivery of schemes, and are therefore detailed in Appendix 6. These changes are reflected in the amended Capital Investment Programme attached at Appendix 7.

5.2 Removal of budgets no longer required is requested for schemes such as the Chase Sports and Fitness Centre lighting scheme where the works have been completed under budget, the New Artist Studios project that is no longer going ahead and some Asset Management schemes where it has been identified that the budgets are not required.

6. Community Infrastructure Levy (CIL) annual report 2018/19

6.1 Attached as Appendix 8 is the CIL Annual Financial Report for 2018/19 (including Leigh Town Council's Report for 2017/18). CIL receipts for 2018/19 included:

- £238,768.42 in the CIL Main Fund;
- £14,791.90 (5% of total receipts) towards administrative expenses associated with CIL;
- £42,277.78 (15% of total receipts less surcharges) as total Neighbourhood Allocations.

£11,079.98 of the Neighbourhood Allocation is to be transferred to Leigh Town Council as their Neighbourhood Allocation (15% of total receipts within their boundary) and 15% of the CIL receipts within each ward will remain with the Council to be spent by Ward Members in accordance with the CIL Governance Framework (total for 2018/19 is £31,197.79).

- 6.2 The Council commenced CIL charging in July 2015 and as at 31st March 2019 there was £669,649.88 in the CIL Main Fund. These funds, which are to be spent on strategic infrastructure to support growth, have been carried forward to date. The amount currently in the CIL Main Fund is relatively small in the context of the funding likely to be required for strategic infrastructure projects that support new development within the Borough, particularly housing. Therefore, it is considered appropriate to continue to carry forward the CIL Main Fund at this time with spending plans to be reviewed early 2020/21 taking into account receipts from the current financial year.

7. Other Options

- 7.1 None, as this report provides information about activity in 2018/19.

8 Reasons for Recommendations

- 8.1 This report provides information about activity in 2018/19.

9. Corporate Implications

- 9.1 Contribution to Council's Vision & Corporate Priorities

When the Capital Investment Programme is determined consideration is given to the alignment of the scheme objectives to the delivery of the Southend 2050 ambition and achievement of the desired outcomes and five year roadmap.

- 9.2 Financial Implications

These are dealt with throughout this report.

- 9.3 Legal Implications

Advice is being sought from Legal Services and Insurers to support recouping costs from utility companies attributed for their works and delays to the A127 Kent Elms Junction Improvement scheme.

- 9.4 People Implications

None, as this report provides information about activity in 2018/19.

- 9.5 Property Implications

When the Capital Investment Programme is determined consideration is given to the property implications.

- 9.6 Consultation

When the Capital Investment Programme is determined consideration is given to consultation.

9.7 Equalities and Diversity Implications

When the Capital Investment Programme is determined consideration is given to Equalities and Diversity Implications.

9.8 Risk Assessment

When the Capital Investment Programme is determined consideration is given to the risk assessment.

9.9 Value for Money

When the Capital Investment Programme is determined consideration is given to the value for money.

9.10 Community Safety Implications

When the Capital Investment Programme is determined consideration is given to community safety implications.

9.11 Environmental Impact

When the Capital Investment Programme is determined consideration is given to the environmental impact.

10. Background Papers

None.

11. Appendices

Appendix 1 – Proposed Carry Forwards

Appendix 2 – Proposed Accelerated Delivery Requests

Appendix 3 – Virements Between Approved Schemes

Appendix 4 – Reprofiles

Appendix 5 – New External Funding

Appendix 6 – Summary of Changes to the Capital Investment Programme

Appendix 7 – Amended Capital Investment Programme

Appendix 8 – Community Infrastructure Levy (CIL) Annual Financial Report
2018/19

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**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|--|---|---|
| | | |
| General Fund Housing | | |
| Disabled Facilities Grant | (128) | Continuation of adaptations works in 2019/20 |
| Empty Dwelling Management | (150) | On-going scheme to manage empty properties in the community |
| PSH Works in Default - Enforcement Work | (50) | On-going scheme to manage Private Sector Housing properties |
| Private Sector Renewal | (100) | On-going scheme for home improvements in the community |
| Total General Fund Housing Carry Forwards | (428) | |
| Council Housing and New Build Programme | | |
| Central Heating | (54) | Decent Homes improvement works to be completed in early 2019/20 |
| Common Areas Improvement | (102) | Decent Homes improvement works to be completed in early 2019/20 |
| Environmental - H&S works | (195) | Decent Homes improvement works to be completed in early 2019/20 |
| Kitchen Refurbishments | (62) | Decent Homes improvement works to be completed in early 2019/20 |
| Windows and Doors | (132) | Decent Homes improvement works to be completed in early 2019/20 |
| HRA Disabled Adaptations - Major Adaptations | (313) | Continuation of disabled adaptations works in 2019/20 |
| HRA Disabled Adaptations - Minor Adaptations | (100) | Continuation of disabled adaptations works in 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| | | |
| Construction of New Housing on HRA Land | (11) | Remainder of current construction scheme to be completed in 2019/20 |
| Acquisition of leasehold property | (115) | To be used to purchase further properties |
| Total Council Housing and New Build Programme Carry Forwards | (1,084) | |
| Social Care | | |
| Dementia Friendly Environments | (8) | Continuation of dementia care works |
| SEND Module and Integration with Liquid Logic | (30) | On-going scheme with the Liquid Logic system integration |
| Learning Management System | (120) | Schemes has not yet commenced and has been push back into 2019/20 |
| Mental Health Funding Stream | (36) | Scheme on-going over several financial years |
| Total Social Care Carry Forwards | (194) | |
| Schools | | |
| Future condition projects | (5) | Schools conditions schemes unspent allocation |
| Total Schools Carry Forwards | (5) | |
| Southend Pier | | |
| Southend Pier - Bearing Refurbishment (Phase One) | (572) | Delays in tendering the works |
| Southend Pier - Condition Works Engineers | (363) | These works have been delayed due to issues with the appointed structural engineering consultancy |
| Southend Pier - Prince George Extension (Phase Two) | (150) | These works have been delayed due to issues with the appointed structural engineering consultancy |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| | | |
| Southend Pier - Timber Outer Pier Head | (333) | These works have been delayed due to issues with the appointed structural engineering consultancy |
| Total Southend Pier Carry Forwards | (1,418) | |
| Culture and Tourism | | |
| Forum II | (30) | Progress in preparing the detailed design is a little slower than anticipated |
| Pump Priming Budget | (3) | Budget to be used towards bids in 2019/20 |
| Queen Victoria Statue | (1) | Final works to be completed in 2019/20 |
| Southend Cliffs - Handrails | (1) | Final works to be completed in 2019/20 |
| Chalkwell & Priory Pk Tennis courts | (21) | Delay to purchase of new gates and access systems to be resolved in 2019/20 |
| Replacement & Upgrades of parks furniture | (4) | Deliveries not received as expected in 2018/19 |
| Shoebury common Regeneration | (20) | Delay in delivery of materials to enable path completion in 2018/19 |
| Southchurch Park Tow Path | (4) | Final works to be completed in 2019/20 |
| Shoeburyness Leisure Centre – Building Management | (18) | Final works to be completed and invoiced in early 2019/20 |
| Palace Theatre - Air Handling Units | (69) | Final works to be completed and invoiced in early 2019/20 |
| Palace Theatre Boilers Replacement | (12) | Final works to be completed and invoiced in early 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| Palace Theatre - Replacement of Asbestos Stage Safety Curtain | (4) | Final works to be completed and invoiced in early 2019/20 |
| Cliffs Pavilion - Auditorium AHU | (25) | Design work on-going in 2019/20 |
| Cliffs Pavilion - Boiler Flue | (9) | Design work on-going in 2019/20 |
| Cliffs Pavilion - Chiller | (5) | Design work on-going in 2019/20 |
| Resorts Services Signage | (14) | Orders raised but goods not received in time for 2018/19 |
| Prittlewell Prince Research | (13) | Publication now anticipated in May 2019 |
| Total Culture and Tourism Carry Forwards | (253) | |
| Community Safety | | |
| Security Measures | (80) | Final report not submitted until December 2018 and works are to continue into 2019/20 |
| Total Community Safety Carry Forwards | (80) | |
| Highways and Infrastructure | | |
| HCA - Progress Road | (15) | Banners on order but only some goods were delivered during 2018/19 |
| Cliff Slip Investigation works | (67) | On-going investigation works to continue into 2019/20 |
| Manor Road Cliff Stabilisation | (99) | On-going stabilisation works to continue into 2019/20 |
| Shoebury Common Sea Defence Scheme | (42) | Scheme details being worked up until 2020/21 and budget carried forward to support this |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|--|--|---|
| | | |
| Cinder Path | (36) | Scheme on hold and budget to be carried forward to continue investigation works |
| Improved Car Signage and Guidance systems | (22) | Decisions still to be made on part of the scheme therefore budget will not be required until these decisions have been made |
| NPIF - Town Centre Highways redevelopment improvements | (257) | Contractors are on site but cost of works completed so far is below original forecast |
| Southend Highway Flood Reduction and Resilience Improvement Scheme | (170) | Flooding issues being considered for further sites which have not been actioned during 2018/19 |
| Parking Strategy | (199) | Delays in project manager decision has pushed this scheme into 2019/20 |
| LTP (Integrated Transport Block) Better Networks | (66) | Continuation of works for LTP implementation plan |
| LTP (Integrated Transport Block) Better Operation of Traffic Control Systems | (47) | Continuation of works for LTP implementation plan |
| LTP (IT Block) Bridge Strengthening | (205) | Continuation of works for LTP implementation plan |
| LTP (IT Block) Better Sustainable Transport | (41) | Continuation of works for LTP implementation plan |
| Local Growth Fund - A127 Growth Corridor | (606) | Multi year scheme |
| Highways Maintenance - Potholes | (53) | Additional funding received towards end of financial year to be utilised in 2019/20 |
| Improve Footway Condition Around Highway Trees | (18) | Budget fully committed with final works to complete early 2019/20 |
| Coach Parking | (29) | Final works for car park to complete early 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| | | |
| LTP - Maintenance | (215) | Continuation of works for LTP implementation plan |
| Total Highways and Infrastructure Carry Forwards | (2,187) | |
| Works to Property | | |
| Essential Crematorium/Cemetery Equipment | (8) | Quotes are being chased for equipment now expected to be purchased in 2019/20 |
| Pergola Walk Memorial Scheme | (7) | Discussions on-going for floral tribute solution and the remaining budget will therefore be required in 2019/20 |
| Replacement of Coffin Charger | (23) | Charger ordered but delivery has slipped into 2019/20 |
| 62 Avenue Road - demolition | (5) | Matters now being considered and options costed having regard to comments and concerns from Milton Conservation Society. The remaining budget will be carried forward to support works in 2019/20 |
| Belfairs Park Restaurant/Golf Club Preventative Works | (102) | The full balance will need to be carried forward to 2019/20 to provide time for the necessary consents and tender work for the windows to be completed |
| Civic Campus - Efficient Use of Space | (62) | Scheme commenced late in financial year and remaining works to be completed in 2019/20 |
| Civic East Car Park Redevelopment | (8) | This site is now to be considered as a wider pipeline of sites and the remaining budget will be carried forward to support this |
| Commercial Property Investment | (13) | Remaining budget to be carried forward for future investment opportunities |
| Darlows Green former WCs demolition | (3) | Final costs to be incurred in early 2019/20 |
| Demolition of Public WCs at Pitmans Close | (7) | Final costs to be incurred in early 2019/20 |
| Herbert Grove Security | (4) | Main scheme complete but remaining budget to be carried forward to cover any minor works which may arise |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| Library Car Park Reconstruction and Enhancement | (44) | This site is now to be considered as a wider pipeline of sites and the remaining budget will be carried forward to support this |
| Pier Arches External Landlord Works | (72) | Works commenced in January 2019 and final works will slip slightly into 2019/20 |
| Pier Arches toilets - waterproofing solution | (4) | Final costs to be incurred in early 2019/20 |
| Porters Civic House and Cottage | (5) | Residual budget to be carried forward for any unexpected costs |
| Relocation of START | (21) | Works commenced late into financial year and will continue in 2019/20 |
| SMAC Eastern Esplanade Slipway | (27) | The resolution of some unregistered land issues are causing delay to terms being finalised |
| Working Environment | (20) | Scheme commenced late in financial year and remaining orders to be delivered in early 2019/20 |
| Total Works to Property Carry Forwards | (435) | |
| Energy Saving | | |
| Civic Centre CHP/Lifts Feasibility | (3) | Further works being considered for 2019/20 |
| Real Time Air Quality Measurement - Feasibility | (5) | Literature review completion was at the end of March and budget carried forward to complete first stage of project |
| Total Energy Saving Carry Forwards | (8) | |
| ICT | | |
| Channel Shift | (53) | Multi year scheme to continue in 2019/20 |
| Replacement and Enhancement to Cash Receipting System | (14) | Slight delays to scheme have pushed part of this budget into 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System | (343) | Various delays to this scheme have resulted in a revised cost profile |
| ICT – Cyber Security/Public Services Network | (15) | Continuation of cyber security works in 2019/20 |
| ICT - Phones Migration and Re-Tender | (1) | Planned go live in April 2019 with small 2018/19 underspend being used to support final costs |
| ICT Rolling Replacement Programme | (80) | Rolling replacement spend below forecast but budget will be used to support 2019/20 spend |
| Mobile Device End Point Protection Replacement | (1) | Slight underspend in 2018/19 to continue in 2019/20 |
| Software Licencing | (68) | Software licence costs below expected cost for 2018/19. Carried forward to support new licences for 2019/20 |
| Total ICT Carry Forwards | (575) | |
| S106/S38/CIL | | |
| S106 3-5 High Street 1501496AMDT - affordable housing | (196) | S106 funding to span several financial years |
| S106 845-849 London Rd 1601030AMDT – affordable housing | (143) | S106 funding to span several financial years |
| S106 St Hildas 1700530AMDT - affordable housing | (11) | S106 funding to span several financial years |
| S106 32-36 Valkyrie Rd 1700893DOV5 - affordable housing | (218) | S106 funding to span several financial years |
| S106 23/04/2015 Hinguar and Saxon - public art contribution | (18) | S106 funding to span several financial years |
| S106 Ajax Works 0300130ful - landscaping maintenance | (6) | S106 funding to span several financial years |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|--|--|--|
| | | |
| S106 Former Balmoral 1400914FULM – public art contribution | (1) | S106 funding to span several financial years |
| S106 Lifstan Way 0000273 Out - Open Space Maintenance | (1) | S106 funding to span several financial years |
| S106 Sunlight Ldry 1400411FULM - Public Art | (5) | S106 funding to span several financial years |
| S106 Former College 1500803BC4M - parking survey contribution | (10) | S106 funding to span several financial years |
| S106 Avenue Works 1401968AMDT - cycleway improvement | (1) | S106 funding to span several financial years |
| S106 Bellway Prittlebrook 1400943FULM - TRO Contribution | (4) | S106 funding to span several financial years |
| S106 High Works Shoe Garrison | (2) | S106 funding to span several financial years |
| S106 Albany Court 1500369AMDT - signage contribution | (9) | S106 funding to span several financial years |
| S106 Hinguar 1401672BC4M - highway contribution | (5) | S106 funding to span several financial years |
| S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution | (2) | S106 funding to span several financial years |
| S106 Sunlight Ldry 1400411FULM - Highway Works | (2) | S106 funding to span several financial years |
| S106 Texsol Kenway 1500468FULM - highway | (2) | S106 funding to span several financial years |
| S106 Texsol Kenway 1500468FULM – public realm contribution | (14) | S106 funding to span several financial years |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|--|--|
| | | |
| S106 Seec 0200500ful - Highway Works | (104) | S106 funding to span several financial years |
| S106 Univ H-Way0401561ful | (5) | S106 funding to span several financial years |
| S38 Bellway Homes 14/00943/fulm | (2) | S38 funding to span several financial years |
| S38 Old Hinguar School | (4) | S38 funding to span several financial years |
| S78 Bellway Homes 14/00943/fulm | (2) | S78 funding to span several financial years |
| S38 Inspection Magazine Rd | (5) | S38 funding to span several financial years |
| CIL Ward NA – Milton – Milton Park improvements | (2) | CIL funding to span several financial years |
| CIL Ward NA – Milton – Park Street replacement bollards | (3) | CIL funding to span several financial years |
| S106 Garrison 0000777 Depost - CCTV | (1) | S106 funding to span several financial years |
| Total S106/S38/CIL Carry Forwards | (778) | |

(7,445)

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|--|--|--|
| Council Housing and New Build Programme | | |
| S106 HRA Land Review | 691 | Accelerated delivery of works on construction scheme |
| Bathroom Refurbishment | 46 | Decent Homes improvements completed ahead of schedule |
| Rewiring | 40 | Decent Homes improvements completed ahead of schedule |
| Roofs | 78 | Decent Homes improvements completed ahead of schedule |
| Total Council Housing and New Build Programme Accelerated Delivery Requests | 855 | |
| Schools | | |
| School Improvement and Provision of School Places | 1,749 | Works on the Secondary School programme progressed quicker than expected |
| Leigh North Street boiler | 8 | Works completed ahead of schedule |
| Total Schools Accelerated Delivery Requests | 1,757 | |
| Enterprise and Regeneration | | |
| Airport Business Park | 683 | Phase one infrastructure works have been completed ahead of schedule |
| Better Queensway | 109 | Fees associated with finalising the deal have accelerated this scheme slightly |
| Total Enterprise and Regeneration Accelerated Delivery Requests | 792 | |

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|--|--|---|
| Southend Pier | | |
| Southend Pier - Condition Works Surveyors | 79 | Accelerated works carried out during 2018/19 |
| Total Southend Pier Accelerated Delivery Requests | 79 | |
| Culture and Tourism | | |
| Property Refurbishment Programme | 245 | A substantial amount of works were carried out to council buildings in 2018/19, over that expected for the year |
| Wheeled Sports Facility central Southend | 3 | Accelerated spend over original forecast |
| Allotments Water Supply upgrade | 6 | Accelerated spend over original forecast |
| Parks Feasibility& Options appraisal | 1 | Uplift charges applied after carry forward had already been made at February Cabinet |
| Cliffs Pavilion - External Cladding | 8 | Accelerated spend over original forecast |
| Central Museum Works | 2 | Uplift charges applied after carry forward had already been made at February Cabinet |
| Prittlewell Prince Storage | 21 | Accelerated spend over original forecast |
| Fire Improvement Works | 16 | Works carried out as and when required and budget accelerated to meet spend |
| Total Culture and Tourism Accelerated Delivery Requests | 302 | |

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|---|--|---|
| Community Safety | | |
| CCTV Equipment Renewal | 35 | More of the phase one installations were carried out in 2018/19 than previously forecast |
| Total Community Safety Accelerated Delivery Requests | 35 | |
| Highways and Infrastructure | | |
| Improving Resilience to the Borough to Flooding from Extreme Weather Events | 3 | Part of tranche 2A works were carried out ahead of schedule |
| Southend Transport Model | 59 | The model has been updated during 2018/19 and utilised some of the 2019/20 allocation for this |
| Carriageways and Footways Improvements | 234 | Works carried out over and above the original forecast on carriageway improvements |
| LTP (Integrated Transport block) - Traffic Management Schemes | 3 | Slight acceleration of previous forecast |
| Local Growth Fund - SCAAP | 34 | London Road improvement works accelerated ahead of schedule previously submitted to the LGF |
| Total Highways and Infrastructure Accelerated Delivery Requests | 333 | |
| Works to Property | | |
| Replacement Boiler at Southend Crematorium | 8 | Works previously slipped into 2019/20 due to tender delays but some capitalisation of salary costs have been incurred |
| Civic Centre Boilers | 11 | Boiler upgrade works carried out over and above original spend forecast for 2018/19 |
| Total Works to Property Accelerated Delivery Requests | 19 | |

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|--|--|---|
| Energy Saving | | |
| Energy Efficiency Projects | 3 | Energy schemes carried out ahead of original expectations |
| Solar PV Projects | 7 | Energy schemes carried out ahead of original expectations |
| Total Energy Saving Accelerated Delivery Requests | 10 | |
| ICT | | |
| HR Recruitment Contract Implementation | 27 | Delays previously pushed this scheme into 2019/20 but some works have been carried out ahead of what was expected |
| N3 Connectivity in Civic Building | 25 | ICT works carried out ahead of original schedule |
| Remote Working Enhancements | 50 | ICT works carried out ahead of original schedule |
| ICT - Core Application and Database Migration | 4 | ICT works carried out ahead of original schedule |
| ICT - Southend Operation Centre | 21 | ICT works carried out ahead of original schedule |
| ICT Enterprise Agreement | 39 | ICT works carried out ahead of original schedule |
| Northgate - Revenues and Benefits application | 3 | ICT works carried out ahead of original schedule |
| IoT Smart City Delivery | 1 | ICT works carried out ahead of original schedule |
| Total ICT Accelerated Delivery Requests | 170 | |

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|---|--|--|
| S106/S38/CIL | | |
| S106 North Shoebury Road 0301504out - Public Art | 4 | S106 monies utilised during 2018/19 |
| S38/S278 Airport 0901960 Fulm | 3 | S106 monies utilised during 2018/19 |
| S38 Fossetts Farm Bridleway | 22 | S106 monies utilised during 2018/19 |
| S38 Garrison NBP Road Supp Fee | 5 | S106 monies utilised during 2018/19 |
| Total S106/S38/CIL Accelerated Delivery Requests | 34 | |

4,386

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VIREMENTS BETWEEN APPROVED SCHEMES

Appendix 3

| Scheme/Event | Area of investment | Project Description | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|--------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Proposed changes | | | | | | | | | |
| Works to Property Capital Programme | Works to Property | Priority Works | (42) | | | | | | (42) |
| | Works to Property | Civic Campus - Efficient Use of Space | 42 | | | | | | 42 |
| Schools Capital Programme | Schools | Futures Heating and Pipe Ducts | | (68) | | | | | (68) |
| | Schools | Future condition projects | | 60 | | | | | 60 |
| | Schools | Leigh North Street boiler | | 8 | | | | | 8 |
| | Schools | Adult Community College rainwater goods | 4 | | | | | | 4 |
| | Schools | Chalkwell Hall Juniors roofs | (3) | | | | | | (3) |
| | Schools | Children's Centre - Landlords Maintenance | 17 | | | | | | 17 |
| | Schools | Eastwood Primary roof | 3 | | | | | | 3 |
| | Schools | Fairways Primary Boiler | (2) | | | | | | (2) |
| | Schools | Fairways Primary curtain walling | (19) | | | | | | (19) |
| Culture Capital Programme | Culture & Tourism | Prittlewell Prince Research | | (38) | | | | | (38) |
| | Culture & Tourism | Prittlewell Prince Storage | | 38 | | | | | 38 |
| Southend Pier Capital Programme | Southend Pier | Southend Pier - Condition Works Engineers | | (400) | | | | | (400) |
| | Southend Pier | Southend Pier - Pier Entrance Enhancement | | 400 | | | | | 400 |
| | Southend Pier | Southend Pier - Timber Outer Pier Head | | (151) | | | | | (151) |
| | Southend Pier | Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One) | | 151 | | | | | 151 |
| HRA Council Dwellings | Council Housing | S106 HRA Land Review | | 691 | | | | | 691 |
| | Council Housing | Construction of New Housing on HRA Land | | (691) | | | | | (691) |
| <u>Budget Adjustments already actioned</u> | | | | | | | | | |
| | Priority Works | Priority Works | (50) | | | | | | (50) |
| | Priority Works | Relocation of START | 30 | | | | | | 30 |
| | Priority Works | Civic Campus - Efficient Use of Space | 20 | | | | | | 20 |
| | Priority Works | Priority Works | | (90) | | | | | (90) |
| | Priority Works | Elm Road Sports Ground Remedial Works | | 60 | | | | | 60 |
| | Priority Works | Futures Demolition | | 30 | | | | | 30 |
| | | | - | - | - | - | - | - | - |

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RE-PROFILES AND AMENDMENTS

Appendix 4

| Scheme/Event | Area of investment | Code Description | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Schools Capital Programme | Schools | School Improvement and Provision of School Places | | (662) | 662 | | | | - |
| | Culture and Tourism | Cliffs Pavilion - Auditorium Air Handling Unit | | (115) | 115 | | | | - |
| | Culture and Tourism | Cliffs Pavilion - Boiler Flues | | (124) | 124 | | | | - |
| Culture and Tourism Capital Programme | Culture and Tourism | Cliffs Pavilion - Chiller | | (175) | 175 | | | | - |
| | Culture and Tourism | Cliffs Pavilion - External Refurbishment Works | | (215) | 215 | | | | - |
| | Culture and Tourism | Central Museum Works | | (197) | 197 | | | | - |
| | Culture and Tourism | Cart and Wagon Shed | | (150) | 150 | | | | - |
| Southend Pier Capital Programme | Southend Pier | Southend Pier - Timber Outer Pier Head | | (482) | 482 | | | | - |
| Highways and Infrastructure Capital Programme | Highways & Infrastructure | Coastal Defence (Shoebury Common Sea Defence Scheme) | | | (3,695) | 3,695 | | | - |
| | S106/S38/S78 | S106 Avenue Works - cycleway improvement | | (1) | 1 | | | | - |
| | S106/S38/S78 | S78 Bellway Homes | | (8) | 8 | | | | - |
| S106/S78/S38 Capital Programme | S106/S38/S78 | S38 Bellway Homes | | (71) | 71 | | | | - |
| | S106/S38/S78 | S38 Fossetts Farm Bridleway | | (6) | 6 | | | | - |
| | S106/S38/S78 | S38/S278 Airport 0901960 Fulm | | (47) | 47 | | | | - |
| Energy Capital Programme | Energy Schemes | Schools and Council Buildings Solar PV | | (146) | 146 | | | | - |
| Works to Property Capital Programme | Works to Property | Airport Business Park (including Local Growth Fund) | | (302) | 956 | (654) | | | - |
| | | | - | (2,701) | (340) | 3,041 | - | - | - |

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NEW SCHEMES FINANCED BY EXTERNAL FUNDING
Appendix 5

| Scheme/Event | Area of investment | Project Description | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|--------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Social Care Capital Programme | Social Care | Community Capacity | 39 | 250 | | | | | 289 |
| Schools Capital Programme | Schools | Adult Community College rainwater goods | | 12 | | | | | 12 |
| | Schools | Milton Hall Fire Alarm replacement (H&S) | | 40 | | | | | 40 |
| | Schools | Devolved Formula Capital | 192 | 100 | | | | | 292 |
| | Schools | Special Provision Capital Fund | | 321 | | | | | 321 |
| Culture & Tourism Capital Programme | Culture & Tourism | Upgrade of Parks Furniture | | 32 | | | | | 32 |
| | Culture & Tourism | Chalkwell Park and Priory Park Tennis Courts | | 16 | | | | | 16 |
| Highways & Infrastructure Capital Programme | Highways | Highways Maintenance - Potholes | | 17 | | | | | 17 |
| | Highways | LTP - Maintenance | | 233 | | | | | 233 |
| | Highways | ULEV Taxi Infrastructure Scheme | | 90 | | | | | 90 |
| S106/CIL Capital Programme | S106/CIL | CIL Ward NA – Eastwood Park – Tree planting | | 2 | | | | | 2 |
| | S106/CIL | CIL Ward NA – Kursaal – Sign for Christchurch Park | | 1 | | | | | 1 |
| | S106/CIL | CIL Ward NA – Prittlewell – Operation Legibility (road sign cleaning) | | 1 | | | | | 1 |
| | S106/CIL | CIL Ward NA – Southchurch – Southchurch Speedwatch | | 1 | | | | | 1 |
| | S106/CIL | CIL Ward NA – St Lukes – Community facilities enhancements | | 2 | | | | | 2 |
| | S106/CIL | CIL Ward NA – Thorpe – Street furniture improvement | | 8 | | | | | 8 |
| | S106/CIL | CIL Ward NA – Westborough – Signposting | | 1 | | | | | 1 |
| | S106/CIL | S106 Bellway Prittlebrook 1400943FULM - Primary Healthcare | 41 | | | | | | 41 |
| | | | 272 | 1,127 | - | - | - | - | 1,399 |

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SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 6

| Scheme/Event | Area of investment | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Approved Capital Investment Programme - Council February 2019 | | 52,648 | 74,361 | 84,607 | 37,379 | 6,855 | 6,855 | 262,705 |
| Amendments to budget: | | | | | | | | |
| Dementia Friendly Environments | Social Care | (1) | | | | | | (1) |
| Fairways Primary curtain walling | Schools | | (140) | | | | | (140) |
| New Artist Studios | Culture & Tourism | (70) | (805) | | | | | (875) |
| Chase Sports and Fitness Centre - Lighting Fitting Replacement | Culture & Tourism | (26) | | | | | | (26) |
| Southend Highway Flood Reduction and Resilience Improvement Scheme | Highways & Infrastructure | | (9) | | | | | (9) |
| New Beach Huts Phase 2 | Works to Property | (5) | | | | | | (5) |
| Seaways Development Enabling Works | Works to Property | (4) | | | | | | (4) |
| Street Lighting Infills | Highways & Infrastructure | | 125 | 125 | | | | 250 |
| A127 Kent Elms Junction Improvements | Highways & Infrastructure | | 1,331 | 40 | | | | 1,371 |
| HRA Affordable Housing Acquisitions Programme | Council Housing | | 4,306 | | | | | 4,306 |
| 'Subject to' Schemes - brought in | | | | | | | | |
| Cart and Wagon Shed | Culture & Tourism | | 200 | 650 | | | | 850 |
| Priory and Delaware New Build | Social Care | | 9,219 | 3,881 | | | | 13,100 |
| | | (106) | 14,227 | 4,696 | - | - | - | 18,817 |
| Other proposed changes | | | | | | | | |
| Carry forward requests (see Appendix 1) | | (7,445) | 7,445 | | - | | | - |
| Accelerated delivery requests (see Appendix 2) | | 4,386 | (4,386) | | | | | - |
| Virements (see Appendix 3) | | - | - | | | | | - |
| Reprofiles (see Appendix 4) | | - | (2,701) | (340) | 3,041 | | | - |
| New external funding (see Appendix 5) | | 272 | 1,127 | | | | | 1,399 |
| Current Programme - following amendments | | 49,755 | 90,073 | 88,963 | 40,420 | 6,855 | 6,855 | 282,921 |

Brackets indicate a reduction in budget

Total budget for 2019/20 to 2023/24:

233,166

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

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--|
| General Fund Housing | 1,010 | 2,123 | 1,375 | 577 | - | - | 5,085 |
| Council Housing and New Build Programme | 8,829 | 17,095 | 14,377 | 9,694 | 6,560 | 6,560 | 63,115 |
| Social Care | 725 | 10,615 | 3,881 | - | - | - | 15,221 |
| Schools | 15,030 | 12,201 | 1,053 | - | - | - | 28,284 |
| Enterprise and Regeneration | 4,733 | 13,906 | 21,976 | 5,044 | - | - | 45,659 |
| Southend Pier | 1,819 | 3,325 | 7,397 | 5,900 | - | - | 18,441 |
| Culture and Tourism | 4,754 | 3,636 | 15,556 | 3,960 | - | - | 27,906 |
| Community Safety | 154 | 1,786 | 1,000 | - | - | - | 2,940 |
| Highways and Infrastructure | 8,389 | 17,099 | 15,131 | 6,115 | 295 | 295 | 47,324 |
| Works to Property | 864 | 2,385 | 6,513 | 8,582 | - | - | 18,344 |
| Energy Saving | 135 | 1,368 | 496 | 377 | - | - | 2,376 |
| ICT | 3,053 | 2,964 | 40 | - | - | - | 6,057 |
| S106/S38/CIL | 260 | 1,570 | 168 | 171 | - | - | 2,169 |
| TOTAL CAPITAL INVESTMENT PROGRAMME | 49,755 | 90,073 | 88,963 | 40,420 | 6,855 | 6,855 | 282,921 |

Total budget for 2019/20 to 2023/24:

233,166

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| General Fund Housing | | | | | | | |
| Disabled Facilities Grant | 1,010 | 1,028 | 900 | 577 | | | 3,515 |
| Empty Dwelling Management | - | 357 | | | | | 357 |
| PSH Works in Default - Enforcement Work | - | 138 | | | | | 138 |
| Private Sector Renewal | - | 600 | 475 | | | | 1,075 |
| Total General Fund Housing | 1,010 | 2,123 | 1,375 | 577 | - | - | 5,085 |
| Council Housing and New Build Programme | | | | | | | |
| Bathroom Refurbishment | 89 | 217 | 42 | 59 | 52 | 96 | 555 |
| Central Heating | 956 | 1,005 | 374 | 197 | 161 | 771 | 3,464 |
| Common Areas Improvement | 1,514 | 3,466 | 864 | 864 | 864 | 864 | 8,436 |
| Environmental - H&S works | 1,585 | 893 | 1,080 | 1,080 | 1,080 | 1,080 | 6,798 |
| Kitchen Refurbishments | 101 | 753 | 984 | 1,002 | 875 | 1,107 | 4,822 |
| Rewiring | 210 | 181 | 342 | 501 | 739 | 411 | 2,384 |
| Roofs | 1,193 | 341 | 1,184 | 1,335 | 1,145 | 1,187 | 6,385 |
| Windows and Doors | 200 | 379 | 1,110 | 862 | 944 | 344 | 3,839 |
| HRA Disabled Adaptations - Major Adaptations | 471 | 963 | 650 | 650 | 650 | 650 | 4,034 |
| HRA Disabled Adaptations - Minor Adaptations | - | 150 | 50 | 50 | 50 | 50 | 350 |
| Sheltered Housing DDA works | | 345 | | | | | 345 |
| Energy Efficiency Measures | | 150 | | | | | 150 |
| Housing Construction Scheme - Phase 2 | 2,180 | 578 | | | | | 2,758 |
| Housing Construction Scheme - Phase 3 | | 1,634 | 3,269 | | | | 4,903 |
| Housing Construction Scheme - Phase 4 | | | 4,428 | 1,760 | | | 6,188 |
| Housing Construction Scheme - Modern Methods of Construction (MMC) | | | | 1,334 | | | 1,334 |
| Housing Construction Scheme - Phase 5/6 feasibility (S106) | | 50 | | | | | 50 |
| Housing Construction Scheme - Land Assembly Fund (S106) | | 1,400 | | | | | 1,400 |
| HRA Affordable Housing Acquisitions Programme | | 4,306 | | | | | 4,306 |
| Acquisition of leasehold property | 160 | 115 | | | | | 275 |
| Acquisition of tower block leaseholds - Queensway | 170 | 169 | | | | | 339 |
| Total Council Housing and New Build Programme | 8,829 | 17,095 | 14,377 | 9,694 | 6,560 | 6,560 | 63,115 |
| Social Care | | | | | | | |
| Community Capacity | 216 | 250 | | | | | 466 |
| Dementia Friendly Environments | 8 | 8 | | | | | 16 |
| Children's Residential Care Provision | | 700 | | | | | 700 |
| SEND Module and Integration with Liquid Logic | - | 120 | | | | | 120 |
| Learning Management System | - | 120 | | | | | 120 |
| Mental Health Funding Stream | - | 36 | | | | | 36 |
| Transforming Care Housing | 1 | 162 | | | | | 163 |
| Delaware and Priory New Build | 500 | 9,219 | 3,881 | | | | 13,600 |
| Total Social Care | 725 | 10,615 | 3,881 | - | - | - | 15,221 |

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--|
| Schools | | | | | | | |
| AHDC Short Breaks for Disabled Children | | 64 | | | | | 64 |
| Healthy School Capital Funding | 52 | | | | | | 52 |
| Adult Community College rainwater goods | 71 | 12 | | | | | 83 |
| Chalkwell Infants Main Building Windows | 1 | | | | | | 1 |
| Chalkwell Hall Infants replace relocatables (SBC 50%) | - | 109 | | | | | 109 |
| Chalkwell Hall Infants Energy Project | | 300 | | | | | 300 |
| Chalkwell Hall Juniors roofs | 7 | 100 | | | | | 107 |
| Children's Centre - Landlords Maintenance | 62 | | | | | | 62 |
| Earls Hall Primary heating | 40 | | | | | | 40 |
| Eastwood Primary roof | 153 | 50 | | | | | 203 |
| Fairways Primary Boiler | 58 | | | | | | 58 |
| Fairways Primary roof | - | 15 | | | | | 15 |
| Fairways Primary curtain walling | 131 | 100 | | | | | 231 |
| Friars Fire Systems Replacement | 1 | | | | | | 1 |
| Future condition projects | 68 | 65 | | | | | 133 |
| Leigh North Street boiler | 118 | - | | | | | 118 |
| Milton Hall Fire Alarm replacement (H&S) | | 40 | | | | | 40 |
| West Leigh Infant Boiler | | 160 | | | | | 160 |
| Devolved Formula Capital | 317 | 100 | | | | | 417 |
| Friars Primary School | 332 | | | | | | 332 |
| Temple Sutton - Early Years | 10 | | | | | | 10 |
| Expansion of 2 yr old Childcare Places | 60 | 5 | | | | | 65 |
| School Improvement and Provision of School Places | 13,549 | 10,300 | 662 | | | | 24,511 |
| Special Provision Capital Fund | - | 781 | 391 | | | | 1,172 |
| Total Schools | 15,030 | 12,201 | 1,053 | - | - | - | 28,284 |
| Enterprise and Regeneration | | | | | | | |
| Airport Business Park (including Local Growth Fund) | 3,883 | 11,615 | 8,476 | 5,044 | | | 29,018 |
| City Deal - Incubation Centre | 31 | | | | | | 31 |
| Better Queensway - Regeneration | 819 | 2,041 | 13,500 | | | | 16,360 |
| Housing Infrastructure Feasibility | | 250 | | | | | 250 |
| Total Enterprise and Regeneration | 4,733 | 13,906 | 21,976 | 5,044 | - | - | 45,659 |
| Southend Pier | | | | | | | |
| Southend Pier - Bearing Refurbishment (Phase One) | 347 | 572 | | | | | 919 |
| Southend Pier - Condition Works Engineers | 387 | 1,163 | 415 | | | | 1,965 |
| Southend Pier - Condition Works Surveyors | 433 | 439 | | | | | 872 |
| Southend Pier - Pier Entrance Enhancement | 186 | 400 | | | | | 586 |
| Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One) | 49 | 151 | | | | | 200 |
| Southend Pier - Prince George Extension (Phase Two) | - | 150 | 1,000 | 1,158 | | | 2,308 |
| Southend Pier - Replacement of Pier Trains | | 250 | 3,000 | | | | 3,250 |
| Southend Pier - Structural Works | | | 500 | | | | 500 |
| Southend Pier - Timber Outer Pier Head | 417 | 200 | 2,482 | 4,742 | | | 7,841 |
| Total Southend Pier | 1,819 | 3,325 | 7,397 | 5,900 | - | - | 18,441 |

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--|
| Culture and Tourism | | | | | | | |
| Belfairs Swim Centre | | 42 | | | | | 42 |
| Chase Sports and Fitness Centre - Lighting Fitting Replacement | 28 | | | | | | 28 |
| Shoeburyness Leisure Centre – Building Management | 67 | 18 | | | | | 85 |
| Southchurch Park Bowls Pavillion | | 20 | | | | | 20 |
| Southend Cliffs - Replacement of Handrails | 15 | 16 | | | | | 31 |
| Southend Leisure and Tennis Centre - Building Management System (BMS) Control | 47 | | | | | | 47 |
| Wheeled Sports Facility Central Southend Area | 5 | 245 | | | | | 250 |
| Allotments Water Supply Upgrade | 67 | 143 | | | | | 210 |
| Badger Setts in Priory Park and Sidmouth Park | 70 | | | | | | 70 |
| Chalkwell Park and Priory Park Tennis Courts | 9 | 37 | | | | | 46 |
| Parks Feasibility and Options Appraisals | 1 | 24 | | | | | 25 |
| Playground Gates | | 123 | | | | | 123 |
| Replacement and Upgrade of Parks Furniture | 12 | 80 | 30 | | | | 122 |
| Replacement of Play Equipment | 47 | | | | | | 47 |
| Shoebury Common Regeneration | 30 | 270 | | | | | 300 |
| Sidmouth Park - Replacement of Play Equipment | 12 | 57 | | | | | 69 |
| Southchurch Park Tow Path | 195 | 4 | | | | | 199 |
| Forum II – SBC Match Funding to LGF | 470 | 1,030 | 13,500 | 3,950 | | | 18,950 |
| Kiosks in Libraries | | 40 | | | | | 40 |
| Library Review | 7 | 179 | | | | | 186 |
| Cliffs Pavilion – Auditorium Air Handling Unit | - | - | 115 | | | | 115 |
| Cliffs Pavilion – Boiler Flues | 1 | - | 124 | | | | 125 |
| Cliffs Pavilion – Chiller | - | - | 175 | | | | 175 |
| Cliffs Pavilion - External Refurbishment works | 91 | - | 215 | | | | 306 |
| Cliffs Pavilion - Power Supply Equipment | | 30 | 140 | | | | 170 |
| Joint Theatres and Leisure Centres – Asbestos | - | 115 | | | | | 115 |
| Palace Theatre - Air Handling Units | 161 | 69 | | | | | 230 |
| Palace Theatre Boilers Replacement | 1 | 12 | | | | | 13 |
| Palace Theatre - Power Supply Equipment | | 30 | 140 | | | | 170 |
| Palace Theatre - Replacement of Asbestos Stage Safety Curtain | 79 | 4 | | | | | 83 |
| Central Museum Works | 2 | 50 | 197 | | | | 249 |
| Inflatable Planetarium | | 35 | | | | | 35 |
| Prittlewell Prince Storage | 21 | 52 | | | | | 73 |
| Belton Hills Steps | 1,485 | | | | | | 1,485 |
| Cart and Wagon Shed | | 50 | 800 | | | | 850 |
| Energy Improvements in Culture Property Assets | | 110 | | | | | 110 |
| Fire Improvement Works | 516 | 484 | | | | | 1,000 |
| "Make Southend Sparkle" Initiative | 7 | 19 | 10 | 10 | | | 46 |
| Property Refurbishment Programme | 1,145 | 92 | | | | | 1,237 |
| Pump Priming Budget | 125 | 93 | 110 | | | | 328 |
| Queen Victoria statue - security fence | 1 | 24 | | | | | 25 |
| Resorts Services Signage | 6 | 39 | | | | | 45 |
| Resorts Assets | 31 | | | | | | 31 |
| Total Culture and Tourism | 4,754 | 3,636 | 15,556 | 3,960 | - | - | 27,906 |

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--|
| Community Safety | | | | | | | |
| CCTV Equipment Renewal | 134 | 1,306 | 1,000 | | | | 2,440 |
| Security Measures | 20 | 480 | | | | | 500 |
| Total Community Safety | 154 | 1,786 | 1,000 | - | - | - | 2,940 |
| Highways and Infrastructure | | | | | | | |
| Cliff Slip Investigation Works | 33 | 220 | | | | | 253 |
| Coastal Defence (Shoebury Common Sea Defence Scheme) | 144 | 242 | 100 | 3,695 | | | 4,181 |
| Improving Resilience of the Borough to Flooding from Extreme Weather Events | 11 | 210 | | | | | 221 |
| Manor Road Cliff Stabilisation | 1 | 324 | | | | | 325 |
| Flood Prevention Works | | - | 1,125 | 1,125 | | | 2,250 |
| Carriageways and Footways Improvements | 1,234 | 1,766 | 1,000 | 1,000 | | | 5,000 |
| Cinder Path | 34 | 66 | | | | | 100 |
| Highways Maintenance - Potholes | 710 | 135 | 65 | | | | 910 |
| Street Lighting Infills | | 125 | 125 | | | | 250 |
| Improve Footway Condition Around Highway Trees | 132 | 218 | | | | | 350 |
| Improved Car Park Signage and Guidance Systems | 122 | 232 | | | | | 354 |
| Town Centre Redevelopment Improvements - Highways (NPIF) | 358 | 1,492 | | | | | 1,850 |
| Traffic Signs Upgrade | | 100 | 100 | 100 | 100 | 100 | 500 |
| Prittlebrook Greenway - Undermining | 75 | | | | | | 75 |
| Southend Highway Flood Reduction and Resilience Improvement Scheme | 395 | 161 | | | | | 556 |
| Car Park Improvements | | 100 | 100 | 100 | 100 | 100 | 500 |
| Coach Parking | 221 | 29 | | | | | 250 |
| Parking Strategy | 1 | 199 | | | | | 200 |
| LTP (Integrated Transport block) - Bridge Strengthening | 101 | 780 | 300 | | | | 1,181 |
| LTP (Integrated Transport block) - Better Sustainable Transport | 112 | 821 | 400 | | | | 1,333 |
| LTP (Integrated Transport block) - Better Networks | 438 | 601 | 400 | | | | 1,439 |
| LTP (Integrated Transport block) - Traffic Management Schemes | 403 | 397 | 400 | | | | 1,200 |
| LTP (Integrated Transport block) - Traffic Control Systems | 114 | 403 | 201 | | | | 718 |
| LTP - Maintenance | 791 | 1,144 | 671 | | | | 2,606 |
| LTP - Maintenance - Street Lighting | 150 | 150 | 150 | | | | 450 |
| Local Growth Fund - A127 Growth Corridor | 1,254 | 4,737 | 7,669 | | | | 13,660 |
| Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport) | 1,010 | 1,966 | 2,000 | | | | 4,976 |
| A127 Junction Improvements | 397 | | | | | | 397 |
| HCA Progress Road | 3 | 15 | | | | | 18 |
| Southend Transport Model | 99 | 466 | 325 | 95 | 95 | 95 | 1,175 |
| Travel Centre - Bus Service Provision in the Town Centre | 46 | | | | | | 46 |
| Total Highways and Infrastructure | 8,389 | 17,099 | 15,131 | 6,115 | 295 | 295 | 47,324 |

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 7

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Works to Property | | | | | | | |
| 62 Avenue Road - demolition | - | 49 | | | | | 49 |
| Belfairs Park Restaurant/Golf Club Preventative Works | 88 | 102 | | | | | 190 |
| Civic Campus - Efficient Use of Space | - | 262 | 150 | 150 | | | 562 |
| Civic East Car Park Redevelopment | - | 50 | | 4,790 | | | 4,840 |
| Commercial Property Investment | 287 | 13 | - | | | | 300 |
| Conduit repointing and refurbishment | 5 | | | | | | 5 |
| Darlows Green former WCs demolition | 37 | 3 | | | | | 40 |
| Demolition of Public WCs at Pitmans Close | 23 | 7 | | | | | 30 |
| East Beach Café Project | | 32 | | | | | 32 |
| Elm Road Sports Ground Remedial Works | | 60 | | | | | 60 |
| Futures Demolition | | 30 | | | | | 30 |
| Herbert Grove Security | 4 | 4 | | | | | 8 |
| Land Acquisition Works | | | | 1,867 | | | 1,867 |
| Library Car Park Reconstruction and Enhancement | 6 | 44 | 4,083 | 1,775 | | | 5,908 |
| New Beach Huts Phase 2 | 1 | | | | | | 1 |
| Pier Arches External Landlord Works | 21 | 72 | | | | | 93 |
| Pier Arches toilets - waterproofing solution | 26 | 4 | | | | | 30 |
| Porters Civic House and Cottage | - | 5 | | | | | 5 |
| Priory House EPH Fire Alarms | 32 | | | | | | 32 |
| Relocation of START | 9 | 21 | | | | | 30 |
| Ropers Farm Cottages - water supply | 5 | | | | | | 5 |
| Seaways - HCA Condition Funding | | 170 | | | | | 170 |
| SMAC Eastern Esplanade Slipway | - | 27 | | | | | 27 |
| Working Environment | 30 | 20 | | | | | 50 |
| Urgent Works To Property | 16 | | | | | | 16 |
| Cemetery - Ride on Mower | | | 30 | | | | 30 |
| Crematorium Drives and Car Park Resurfacing | | 10 | 60 | | | | 70 |
| Crematorium - Urgent Structural Repairs to Chimney | | 500 | | | | | 500 |
| Essential Crematorium/Cemetery Equipment | 9 | 8 | | | | | 17 |
| Pergola Walk Memorial Scheme | - | 7 | | | | | 7 |
| Replacement Boiler at Southend Crematorium | 9 | 121 | | | | | 130 |
| Replacement of Coffin Charger | - | 23 | | | | | 23 |
| Sutton Road Cemetery Road Repairs | | | 40 | | | | 40 |
| Civic Centre Boilers | 256 | 289 | 1,000 | | | | 1,545 |
| Public Toilet Provision | | 40 | 660 | | | | 700 |
| Priority Works | - | 412 | 490 | | | | 902 |
| Total Works to Property | 864 | 2,385 | 6,513 | 8,582 | - | - | 18,344 |

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Energy Saving | | | | | | | |
| Beecroft - Theatre Lighting and Draughtproofing | 8 | | | | | | 8 |
| Civic Centre CHP/Lifts Feasibility | 2 | 3 | | | | | 5 |
| Civic Centre Lifts Regeneration | - | 33 | | | | | 33 |
| Energy Efficiency Projects | 15 | 217 | 250 | 277 | | | 759 |
| Old Beecroft Ground Source Heat Pump Feasibility | - | 15 | | | | | 15 |
| Pier Energy Efficiency Scheme | 58 | | | | | | 58 |
| Real Time Air Quality Measurement - Feasibility | 5 | 70 | | | | | 75 |
| Solar PV Projects | 17 | 940 | | | | | 957 |
| Schools and Council Buildings Solar PV | - | - | 246 | 100 | | | 346 |
| Two Tree Island Contamination Study | 30 | | | | | | 30 |
| ULEV Taxi Infrastructure Scheme | | 90 | | | | | 90 |
| Total Energy Saving | 135 | 1,368 | 496 | 377 | - | - | 2,376 |
| ICT | | | | | | | |
| Channel Shift | 340 | 153 | | | | | 493 |
| DEFRA Inspire III | 4 | | | | | | 4 |
| Disaster Recovery Relocation | - | 55 | | | | | 55 |
| Extending WiFi in Council Premises | 40 | 70 | | | | | 110 |
| HR Recruitment Contract Implementation | 87 | 63 | | | | | 150 |
| N3 Connectivity in Civic Building | 25 | 206 | | | | | 231 |
| ICT - Core Application and Database Migration | 4 | 67 | | | | | 71 |
| ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System | 667 | 343 | | | | | 1,010 |
| ICT - Central Government IT Security Compliance | - | 139 | | | | | 139 |
| ICT – Cyber Security/Public Services Network | 25 | 55 | 40 | | | | 120 |
| ICT - Southend Operation Centre | 74 | 404 | | | | | 478 |
| ICT - Digitally Enable the Council Offices | 19 | | | | | | 19 |
| ICT Enterprise Agreement | 368 | 306 | | | | | 674 |
| ICT – Health and Social Care – GovRoam | - | 20 | | | | | 20 |
| ICT - Phones Migration and Re-Tender | 224 | 23 | | | | | 247 |
| ICT Rolling Replacement Programme | 179 | 330 | | | | | 509 |
| ICT - Southend Network Monitoring Equipment | 19 | | | | | | 19 |
| ICT – Wide Area Network Enhancements | 120 | | | | | | 120 |
| Mobile Device End Point Protection Replacement | 89 | 1 | | | | | 90 |
| Northgate - Revenues and Benefits application | 35 | 15 | | | | | 50 |
| Place - Culture and Enterprise and Tourism - EPOS System | 26 | | | | | | 26 |
| Remote Working Enhancements | 50 | - | | | | | 50 |
| Replacement and Enhancement to Cash Receipting System | 224 | 14 | | | | | 238 |
| Software Licencing | 332 | 468 | | | | | 800 |
| IoT Smart City Delivery | 102 | 232 | | | | | 334 |
| Total ICT | 3,053 | 2,964 | 40 | - | - | - | 6,057 |

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 7

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| S106/S38/CIL | | | | | | | |
| S106 3 Acacia Drive 1401434FULM - affordable housing | | 177 | | | | | 177 |
| S106 Essex House 1600116DOV - affordable housing | | 320 | | | | | 320 |
| S106 3-5 High Street 1501496AMDT - affordable housing | - | 196 | | | | | 196 |
| S106 845-849 London Rd 1601030AMDT – affordable housing | - | 143 | | | | | 143 |
| S106 St Hildas 1700530AMDT - affordable housing | - | 11 | | | | | 11 |
| S106 32-36 Valkyrie Rd 1700893DOV5 - affordable housing | - | 218 | | | | | 218 |
| S106 23/04/2015 Hinguar and Saxon - public art contribution | - | 18 | | | | | 18 |
| S106 Ajax Works 0300130ful - landscaping maintenance | - | 6 | | | | | 6 |
| S106 Albany Court 1500369AMDT - public art contribution | 25 | | | | | | 25 |
| S106 Avenue Works 1401968AMDT - Public Art | | 15 | | | | | 15 |
| S106 Former Balmoral 1400914FULM – public art contribution | - | 1 | | | | | 1 |
| S106 Bellway Prittlebrook 1400943FULM - Local play facilities | - | 15 | | | | | 15 |
| S106 Former College 1000225FUL - Tree Replacement | - | 11 | | | | | 11 |
| S106 Garrison 0000777 Depost - CCTV | - | 1 | | | | | 1 |
| S106 Garrison 0000777 Deposit - information boards | - | 2 | | | | | 2 |
| S106 Garrison 0000777 Deposit - Junior Play Area maintenance | - | 10 | | | | | 10 |
| S106 Garrison 0000777 Deposit - Toddler Play Area maintenance | - | 6 | | | | | 6 |
| S106 Garrison Park Store | - | 1 | | | | | 1 |
| S106 Lifstan Way 0000273 Out - Open Space Maintenance | 2 | 79 | | | | | 81 |
| S106 North Shoebury Road 0301504out - Public Art | 62 | - | | | | | 62 |
| S106 North Shoebury Road 0301504out - Shoebury Park Enhancement | 10 | 35 | | | | | 45 |
| S106 North Shoebury Road 0301504out - Shoebury Park Maintenance | 27 | 43 | 35 | 171 | | | 276 |
| S106 Sunlight Ldry 1400411FULM - Public Art | 8 | 5 | | | | | 13 |
| S106 22-23 The Leas 0700820FULM - bus service contribution | | 43 | | | | | 43 |
| S106 Essex House 1500521FULM - bus stop improvement | | 3 | | | | | 3 |
| S106 Former College 1500803BC4M - parking survey contribution | - | 10 | | | | | 10 |
| S106 Avenue Works 1401968AMDT - cycleway improvement | - | - | 1 | | | | 1 |
| S106 Bellway Prittlebrook 1400943FULM - Primary Healthcare | 41 | | | | | | 41 |
| S106 Bellway Prittlebrook 1400943FULM - TRO Contribution | - | 4 | | | | | 4 |
| S106 High Works Shoe Garrison | - | 2 | | | | | 2 |
| S106 Albany Court 1500369AMDT - signage contribution | 1 | 9 | | | | | 10 |
| S106 Hinguar 1401672BC4M - highway contribution | - | 5 | | | | | 5 |
| S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution | - | 2 | | | | | 2 |
| S106 Sunlight Ldry 1400411FULM - Highway Works | - | 2 | | | | | 2 |
| S106 Texsol Kenway 1500468FULM - highway | - | 2 | | | | | 2 |
| S106 Texsol Kenway 1500468FULM – public realm contribution | - | 14 | | | | | 14 |
| S106 Seec 0200500ful - Highway Works | - | 104 | | | | | 104 |
| S106 Univ H-Way0401561ful | 8 | 5 | | | | | 13 |
| S38/S278 Airport 0901960 Fulm | 17 | 15 | 47 | | | | 79 |
| S38 Bellway Homes 14/00943/fulm | 2 | 5 | 71 | | | | 78 |
| S38 Old Hinguar School | - | 4 | | | | | 4 |
| S78 Bellway Homes 14/00943/fulm | - | 2 | 8 | | | | 10 |
| S38 Fossetts Farm Bridleway | 42 | - | 6 | | | | 48 |
| S38 Garrison NBP Road Supp Fee | 8 | - | | | | | 8 |
| S38 Inspection Magazine Rd | - | 5 | | | | | 5 |
| CIL Ward NA – Chalkwell – Landscaping on Chalkwell | 2 | | | | | | 2 |

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 7

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| CIL Ward NA – Milton – Milton Park improvements | 3 | 2 | | | | | 5 |
| CIL Ward NA – Milton – Street signs | 2 | | | | | | 2 |
| CIL Ward NA – Milton – Park Street replacement bollards | - | 3 | | | | | 3 |
| CIL Ward NA – Eastwood Park – Tree planting | | 2 | | | | | 2 |
| CIL Ward NA – Kursaal – Sign for Christchurch Park | | 1 | | | | | 1 |
| CIL Ward NA – Prittlewell – Operation Legibility (road sign cleaning) | | 1 | | | | | 1 |
| CIL Ward NA – Southchurch – Southchurch Speedwatch | | 1 | | | | | 1 |
| CIL Ward NA – St Lukes – Community facilities enhancements | | 2 | | | | | 2 |
| CIL Ward NA – Thorpe – Street furniture improvement | | 8 | | | | | 8 |
| CIL Ward NA – Westborough – Signposting | | 1 | | | | | 1 |
| Total S106/S38/CIL | 260 | 1,570 | 168 | 171 | - | - | 2,169 |
| TOTAL CAPITAL INVESTMENT PROGRAMME | 49,755 | 90,073 | 88,963 | 40,420 | 6,855 | 6,855 | 282,921 |

Total budget for 2019/20 to 2023/24: 233,166

Proposed Capital Investment Programme 2019/20 to 2023/24 - Schemes subject to viable business cases

Appendix 7

| General Fund Schemes Subject to Viable Business Cases | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| ICT - Southend Operations Centre | 1,000 | 1,000 | | | | 2,000 |
| Cliffs Pavilion - External Refurbishment Works | 100 | 900 | | | | 1,000 |
| Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction | 500 | 7,000 | 3,000 | | | 10,500 |
| SCHEMES SUBJECT TO VIABLE BUSINESS CASES | 1,600 | 8,900 | 3,000 | - | - | 13,500 |
| Commercial Property Investment | | | | | | 23,478 |
| Commercial Property Investment - Health Centre Developments | | | | | | - |
| Tylers Avenue Car Park | | | | | | - |
| TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES: | | | | | | 36,978 |

Proposed Capital Investment Programme 2019/20 to 2023/24 - Total

| | Total Budget (all years) £000 |
|--|-------------------------------------|
| TOTAL CAPITAL INVESTMENT PROGRAMME (ASSUMING ALL SCHEMES SUBJECT TO VIABLE BUSINESS CASES ARE APPROVED) | 270,144 |

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--|
| Strategic schemes | | | | | | | |
| Airport Business Park (including Local Growth Fund) | 3,883 | 11,615 | 8,476 | 5,044 | | | 29,018 |
| Better Queensway - Regeneration | 819 | 2,041 | 13,500 | | | | 16,360 |
| Forum II – SBC Match Funding to LGF | 470 | 1,030 | 13,500 | 3,950 | | | 18,950 |
| Delaware and Priory New Build | 500 | 9,219 | 3,881 | | | | 13,600 |
| School Improvement and Provision of School Places | 13,549 | 10,300 | 662 | | | | 24,511 |
| Southend Pier schemes | 1,819 | 3,325 | 7,397 | 5,900 | | | 18,441 |
| Civic Campus Redevelopment | 6 | 94 | 4,083 | 6,565 | | | 10,748 |
| Local Growth Fund - A127 Growth Corridor | 1,254 | 4,737 | 7,669 | | | | 13,660 |
| HRA Affordable Housing Acquisitions Programme | | 4,306 | | | | | 4,306 |
| Construction of New Housing on HRA Land | 2,180 | 3,662 | 7,697 | 3,094 | | | 16,633 |
| Total Strategic | 24,480 | 50,329 | 66,865 | 24,553 | - | - | 166,227 |
| Other schemes | | | | | | | |
| Other Capital Investment schemes | 25,275 | 39,744 | 22,098 | 15,867 | 6,855 | 6,855 | 116,694 |
| TOTAL CAPITAL INVESTMENT PROGRAMME | 49,755 | 90,073 | 88,963 | 40,420 | 6,855 | 6,855 | 282,921 |

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**Community Infrastructure Levy (CIL)
Annual Financial Report
Financial Year 2018/19**

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1. Introduction

Regulation 62 of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) places a duty on authorities charging a CIL to produce an annual report providing detail on certain financial information as set out in the regulations and make it available online before the 31 December each year.

Southend Borough Council became a CIL Charging Authority and commenced CIL charging in July 2015. This annual report reflects the **financial year from 1st April 2018 to 31st March 2019**. In accordance with the CIL Regulations this annual report is to be published by 31st December 2019.

A table summarising the Annual Report for 2018/19 is included below (Table 1). Leigh-on-Sea Town Council's CIL Annual Report for 2017/18 is attached at Annexure 1. In accordance with the CIL Regulations, this was provided on 17th December 2018 and subsequently published on the Parish Council's website:-

http://www.leighonseatowncouncil.gov.uk/uploads/assets/Council/Finance/CIL/CIL_Report_2017-18.pdf

Further information regarding the Community Infrastructure Levy, including a guide to the CIL regulations that are relevant to spending and reporting on CIL, can be found on our website (www.southend.gov.uk/cil) or obtained from the [Planning Portal](#) or the Government's online [Planning Practice Guidance](#).

Any questions or comments can be directed to the Section 106 and CIL Team using the following email address: S106andCILAdministration@southend.gov.uk

2. CIL Funding Summary

The total CIL receipts in the reported year, financial year 2018/19, amounted to **£295,838.10**. This includes £238,768.42 in the CIL Main Fund, which is to be spent on items identified in the Council's Regulation 123 Infrastructure List; £14,791.90 (5% of total receipts) towards administrative expenses associated with CIL; and £42,277.78 (15% of total receipts less surcharges) as total Neighbourhood Allocations.

In accordance with CIL regulation 59A and 59D, £11,079.98 is being transferred to the "local council", Leigh Town Council (LTC); and in accordance with CIL regulation 61, £14,791.90 is being applied to administrative expenses associated with CIL.

There has been no expenditure in relation to the CIL Main Fund in the reported year. There has, however, been some expenditure of the Neighbourhood Allocation within Southend Borough Council Wards in the reported year and this is detailed below.

Table 1: CIL Financial Summary (FY 2018/19 from 1st April 2018 to 31st March 2019)

| Total CIL Summary | |
|---|--------------------|
| Total CIL receipts ¹ in the reported year | £295,838.10 |
| Total amount of CIL applied to administrative expenses pursuant to regulation 61 in the reported year | £14,791.90 |
| Above as a percentage of CIL collected in the reported year | 5% |
| Total amount of CIL to be transferred to LTC from the reported year (Local Council Neighbourhood Allocation) | £11,079.98 |
| Total CIL receipts from the reported year retained at the end of the reported year ² | £269,966.22 |
| Total CIL receipts carried over from previously reported years ³ | £484,222.69 |
| Total CIL expenditure ⁴ in the reported year | £2,097 |
| Total CIL receipts from previously reported years retained at the end of the reported year ⁵ | £482,125.69 |
| Total CIL receipts in the CIL Main Fund and Ward Neighbourhood Allocation remaining available to spend at the end of the reported year | £752,091.91 |

¹ This figure comprises total funds received in FY 2018/19 only i.e. does not include the value of any unpaid invoices raised in the reported year. In addition, CIL receipts include the value of land payments and infrastructure payments made in respect of CIL charges by Southend Borough Council.

² Administrative expenses and LTC Neighbourhood Allocation have been deducted from this figure; in addition, CIL retained includes the value of acquired land on which development consistent with a relevant purpose has not commenced OR the acquired land has been used or disposed of for a purpose other than the relevant purposes and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent AND the value of infrastructure if the infrastructure has not been provided.

³ This includes CIL Main Fund and Ward Neighbourhood Allocation.

⁴ This excludes the amount applied to administrative expenses and transferred to LTC.

⁵ This includes CIL Main Fund and Ward Neighbourhood Allocation.

| CIL Main Fund⁶ (summary) | |
|--|-------------|
| Main Fund receipts for the reported year | £238,768.42 |
| Main Fund carried over from previously reported years | £430,881.46 |
| Main Fund expenditure for the reported year | £0 |
| Main Fund retained at the end of the reported year | £669,649.88 |

| CIL Main Fund Expenditure(details) | |
|---|---|
| Items of infrastructure to which CIL (including land payments) has been applied: | Amount of expenditure on each item |
| • n/a | n/a |
| Details of infrastructure items (provision in whole or in part) relating to CIL applied to repay money borrowed , including any interest, pursuant to regulation 62(4): | Amount of CIL applied to repay money borrowed, including any interest |
| • n/a | n/a |
| Details of infrastructure items relating to CIL passed to another person for that person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure pursuant to regulation 59(4): | Amount of CIL applied to repay money borrowed, including any interest |
| • n/a | n/a |

| Land and infrastructure in kind payments | |
|--|---|
| Total land payment receipts for the reported year | £0 |
| In relation to any land payments accepted by Southend Borough Council, details of the land/development to which the land payments relate: | Amount of CIL for each land payment |
| • n/a | n/a |
| Total infrastructure in kind payment receipts for the reported year | £0 |
| In relation to any infrastructure in kind payments accepted by Southend Borough Council, details of the items of infrastructure to which the infrastructure payments relate: | Amount of CIL for each item of infrastructure |
| • n/a | n/a |

⁶To be spent on items identified in the Council's Regulation 123 Infrastructure List.

| Neighbourhood Allocation (summary) | |
|---|------------|
| Total Neighbourhood Allocation receipts for the reported year <i>including funds to be transferred to LTC</i> | £42,277.78 |
| Total CIL receipts to be allocated to LTC for the reported year | £11,079.98 |
| Neighbourhood Allocation carried over by Southend Borough Council from previously reported years <i>excluding funds transferred to LTC</i> | £53,341.32 |
| Neighbourhood Allocation expenditure for the reported year <i>excluding funds transferred to LTC</i> | £2,097 |
| Neighbourhood Allocation retained by Southend Borough Council at the end of the reported year <i>excluding funds transferred to LTC</i> | £82,442.12 |

| Neighbourhood Allocation – local council allocation⁷ | |
|--|---|
| Local parish council: Leigh Town Council (LTC) | |
| Total CIL receipts to be allocated to LTC for the reported year | £11,079.98 |
| Ward breakdown: | |
| • CIL receipts within Belfairs (within LTC boundary) | £4,278.91 |
| • CIL receipts within Blenheim Park (within LTC boundary) | £593.15 |
| • CIL receipts within Leigh | £5,732.72 |
| • CIL receipts within West Leigh | £475.20 |
| Total amount carried over by LTC from previously reported years | £26,311.51 |
| Total expenditure by LTC for the reported year | £0 |
| Items to which LTC receipts have been applied in the reported year: | Amount of expenditure on each item |
| • Restoration of Cliff Gardens viewing platform, pathway access to platform and landscaping. | £15,000 <i>(2017/18 commitment but not yet confirmed as spent)</i> |
| Amount retained by LTC at the end of the reported year | £37,391.49 |
| Details of any requests for repayment of CIL receipts from LTC that have not been applied to support the development of its area within 5 years of receipt: | |
| Total value of CIL receipts requested to be returned from LTC | £0 |
| Total value of CIL receipts yet to be recovered from LTC for the reported year | £0 |

⁷ CIL income allocated to LTC but not yet transferred to Leigh Town Council as at 07/05/2019.

Details of Ward Neighbourhood Allocations:

| Ward | Receipts in 2018/19 (£) | Funds carried over from previously reported years (£) | Expenditure for the reported year (£) ⁸ | Items to which the Neighbourhood Allocation have been applied: | Amount of expenditure allocated to each itemised project (£): | Funds retained at the end of the reported year (£) | Total committed funds to be deducted (£) | Available funds after commitments (£) |
|---------------|-------------------------|---|--|---|---|--|--|---------------------------------------|
| Chalkwell | 6,629.52 | 5,773.09 | 2,097 | <ul style="list-style-type: none"> Landscaping on Chalkwell Esplanade | 2,097.00 | 10,305.61 | 0 | 10,305.61 |
| Eastwood Park | 982.17 | 2,191.20 | 0 | <ul style="list-style-type: none"> Tree planting between Eastwood and Oakwood parks* | 2,191.20 | 3,173.37 | 2,191.20 | 982.17 |
| Kursaal | 0 | 1,495.78 + 392.19 | 0 | <ul style="list-style-type: none"> Annual community event at Southchurch Hall [<i>funding not required – to be allocated to alternative project</i>] Name Sign for Christchurch Park similar to those installed at the Borough's other parks* | 392.19 1,495 | 1,887.97 | 1,495 | 392.97 |
| Milton | 3,797.41 | 9,856.54 | 0 | <ul style="list-style-type: none"> Milton Park improvements* Street signs* Park Street replacement bollards* | 5,000.00 2,000.00 2,856.54 | 13,653.95 | 9,856.54 | 3,797.41 |
| Prittlewell | 0 | 304.62 | 0 | <ul style="list-style-type: none"> Operation Legibility (road sign cleaning)* | 300 | 304.62 | 300 | 4.62 |
| Shoeburyness | 6,513.58 | 1,904.81 | 0 | n/a | n/a | 8,418.39 | 0 | 8,418.39 |
| Southchurch | 778.80 | 444.35 | 0 | <ul style="list-style-type: none"> Southchurch Speedwatch - to contribute towards the purchase of a 'speed gun' to move forward with a speedwatch group in the ward* | 444.35 | 1,223.15 | 444.35 | 778.80 |
| St Laurence | 174.90 | 0 | 0 | n/a | 0 | 174.90 | 0 | 174.90 |
| St Lukes | 0 | 1027.58 + 1,457.50 | 0 | <ul style="list-style-type: none"> Cluny Sq Park improvements (5 a side goals/seating) [<i>not proceeded with due to feasibility issues – to be allocated to alternative project</i>] Ferndale Church kitchen and toilet upgrades to support the church's provision of a shelter for the homeless within the Borough* Cluny Café (café providing a subsidised community facility accessible by all) equipment upgrade* | 1,457.50 1,500 850 | 2,485.08 | 2,350 | 135.08 |

⁸ Reported as 'Expenditure for the reported year' only when project has been completed; expenditure relating to part completed projects is accounted for in the penultimate column relating to commitments.

* Funds committed to identified project but not spent in the reported year.

| Ward | Receipts in 2018/19 (£) | Funds carried over from previously reported years (£) | Expenditure for the reported year (£) ⁹ | Items to which the Neighbourhood Allocation have been applied: | Amount of expenditure allocated to each itemised project (£): | Funds retained at the end of the reported year (£) | Total committed funds to be deducted (£) | Available funds after commitments (£) |
|--------------------------------------|-------------------------|---|--|--|---|--|--|---------------------------------------|
| Thorpe | 2,851.20 | 7,945.59 | 0 | <ul style="list-style-type: none"> Street furniture improvement - repainting/ replacing of road signposts * | 7,945.59 | 10,796.79 | 7,945.59 | 2,851.2 |
| Victoria | 6,338.48 | 9,002.33 | 0 | n/a | n/a | 15,340.81 | 0 | 15,340.81 |
| West Shoebury | 787.50 | 2,847.70 | 0 | n/a | n/a | 3,635.2 | 0 | 3,635.2 |
| Westborough | 952.18 | 1,151.36 | 0 | <ul style="list-style-type: none"> Signposting - Centenary themed commemorative signposting to British Legion as a community facility * | 1,151.36 | 2,103.54 | 1,151.36 | 952.18 |
| Belfairs (outside LTC boundary) | 1,392.06 | 361.73 | 0 | n/a | n/a | 1,753.79 | 0 | 1,753.79 |
| Blenheim Park (outside LTC boundary) | 0 | 7,184.95 | 0 | n/a | n/a | 7,184.95 | 0 | 7,184.95 |
| Total: | 31,197.79 | 53,341.32 | 2,097 | | | 82,442.13 | 25,734.04 | 56,708.08 |

⁹ Reported as 'Expenditure for the reported year' only when project completed; expenditure on part completed projects accounted for in penultimate column relating to commitments.

* Funds committed to identified project but not spent in the reported year.

Annexure 1: Leigh-on-Sea Town Council CIL Annual Report 2017/18



Leigh-on-Sea Town Council

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council@leighonseatowncouncil.gov.uk www.leighonseatowncouncil.gov.uk



Chairman: Cllr Valerie Morgan
 Vice Chairman: Cllr Jill Healey
 Town Clerk: Helen Symmons

COMMUNITY INFRASTRUCTURE LEVY (CIL) REPORT 2017/18

In accordance with CIL regulation 59A and 59D, Southend Borough Council as the local planning authority has transferred the CIL Local Council Allocation for 2017/18 of £19,591.90 to Leigh Town Council being the local Council.

As required under Regulation 62A Leigh Town Council therefore reports as follows:

| Total CIL Summary – Leigh-on-Sea Town Council | |
|---|-------------------|
| Total CIL receipts for the reported year | £19,591.90 |
| Total CIL carried over from the previous reported year (s) | £6,719.60 |
| Total CIL expenditure for the reported year | £0.00 |
| Total CIL retained at the end of the reported year | £26,311.50 |
| Available funds after commitments | £11,311.50 |

| CIL Expenditure Summary – Leigh-on-Sea Town Council | |
|---|---|
| Items to which CIL has been applied | Amount of CIL expenditure on each item |
| <ul style="list-style-type: none"> n/a | <ul style="list-style-type: none"> n/a |

| Items to which CIL Allocation has been committed – Leigh-on-Sea Town Council | |
|---|---|
| Items to which CIL has been committed | Amount of CIL expenditure on each item |
| <ul style="list-style-type: none"> Restoration of Cliff Gardens viewing platform, pathway access to platform and landscaping (SBC partnership project) (<i>committed but not spent in the reported year</i>) | <ul style="list-style-type: none"> £15,000 |

The receipt will be carried forward for use on further infrastructure projects in future financial years.

There have been no notices served under regulation 59E during the year of receipt.

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Strategic Director (Finance & Resources)

To

Cabinet

on

25th June 2019

Report prepared by: Bridgette Cowley
Revenues Group Manager

Debt Management - Position to 31st March 2019

Policy and Resources Scrutiny Committee
Cabinet Member : Councillor Gilbert

A Part 1 Public Agenda Item

1. Purpose of Report

1.1 The purpose of this report is to apprise Cabinet of the following:

- The current position of outstanding debt to the Council, as at 31st March 2019;
- Debts that have been written off, or are recommended for write off, in the current financial year as at 31st March 2019;
- Obtain approval for the write off of irrecoverable debts that are over £25,000.

2. Recommendation

That Cabinet:-

- 2.1 Notes the current outstanding debt position as at 31st March 2019 and the position of debts written off to 31st March 2019 as set out in Appendices A & B.
- 2.2 Approves the write offs greater than £25,000, as detailed in Appendix B.

3. Background

- 3.1 It was agreed by Cabinet on 19th March 2013 that the S151 Officer would submit regular reports to Cabinet on all aspects of the Council's outstanding debt, along with the required write off position. This is the third and final report for the financial year 2018/19.
- 3.2 Southend-on-Sea Borough Council is made up of a number of service areas responsible for the collection and administration of outstanding debt. The main areas are Accounts Receivable and Revenues which are linked to the billing and collection of the vast majority of debts that fall due to be paid to the Council for

chargeable services, such as social care (see 4.5) and statutory levies such as Council tax and Non Domestic Rates (Business Rates).

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

- 3.3 The process and legislative framework for the collection and write off of debt were detailed in the report to Cabinet on 17th September 2013. However, it is worth noting that the Council has a good success rate in collection of debt, and the collection targets are agreed annually as part of the Councils service planning process.
- 3.4 Debts are only considered for write off where all other courses of recovery available have been undertaken or explored and the debt is considered irrecoverable.

4. Councils Debt Types

4.1 Council Tax

£94.2m of Council Tax was due to be collected in 2018/19, with a collection target of 97.5%. Of this sum the Council has collected £91.8m of this debt, equating to 97.5%, meaning the service end of year target for Council Tax was achieved.

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

| | Council Tax Performance | |
|----------------------------------|-----------------------------------|-----------------------------------|
| | As at 31st March of relevant year | As at 31 st March 2019 |
| 1st April 2014 - 31st March 2015 | 96.8% | 99.5% |
| 1st April 2015 - 31st March 2016 | 97.2% | 99.4% |
| 1st April 2016 - 31st March 2017 | 97.5% | 99.3% |
| 1st April 2017 - 31st March 2018 | 97.5% | 98.9 % |

4.2 Non Domestic Rates (Business Rates)

£46.6m of Non Domestic rates was due to be collected in 2018/19, with a collection target of 98.3%. Of this sum the Council collected £45.8m, equating to 98.3%, meaning that the service end of year financial target for Business Rates was achieved.

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

| | Non-Domestic Rates Performance | |
|----------------------------------|-----------------------------------|-----------------------------------|
| | As at 31st March of relevant year | As at 31 st March 2019 |
| 1st April 2014 - 31st March 2015 | 97.6% | 99.3% |
| 1st April 2015 - 31st March 2016 | 97.8% | 99.8% |
| 1st April 2016 - 31st March 2017 | 98.0% | 99.8% |
| 1st April 2017 - 31st March 2018 | 98.6% | 99.4% |

4.3 Housing Benefit Overpayment

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

4.4 Libraries

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

4.5 Adult Services

Adult Services make charges for the following services;

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

Adult Social Care debt as at 31/03/19 was £5,447,703

It should be noted that of the total amount outstanding;

£2.29m is debt deferred against property;
£0.02m is being collected by Direct Debit;
£0.57m is under 30 days old.

4.6 **Parking**

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

From 1st April 2018 to 31st March 2019 a total of 47,393 Penalty Charge Notices (PCNs) have been issued identifying a projected income of £1,528,556. It should be noted that PCNs are issued at a higher rate and lower rate (£70.00 and £50.00 respectively) depending on the seriousness of the parking contravention. PCNs may be paid at a discounted rate of 50% of the charge if paid within 14 days of the date of issue.

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

The value of cancelled notices is £196,649 and cases written off where no keeper has been identified totals £648,774.

4.7 **Miscellaneous Income**

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

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

4.8 **Housing**

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

5. Write-Off Levels

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

Debt Type: Council Tax/ Accounts Receivable/Adult Services/ Housing and Council Tax Benefit

| Designation | Amount |
|-------------------|-----------------------------|
| Assistant Manager | under £5,000 |
| Manager | Up to £10,000 |
| Director | Between £10,000 and £25,000 |
| Cabinet | £25,000 and above |

Debt Type: NNDR (Non Domestic Rates)

| Designation | Amount |
|-------------------|-----------------------------|
| Assistant Manager | under £5,000 |
| Manager | Up to £10,000 |
| Director | Between £10,000 and £25,000 |
| Cabinet | £25,000 and above |

Debt Type: Parking

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

Debt Type: Housing Rents and Service Charges

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

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

6. Council Debt Position (as at 31/03/19)

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

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

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

7. Other Options

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

8. Reasons for Recommendations

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

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

9. Corporate Implications

9.1 Contribution to the Southend 2050 Road Map

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

9.2 Financial Implications

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

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

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

9.3 Legal Implications

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

9.4 People Implications

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

9.5 **Property Implications**

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

9.6 **Consultation**

Consultation is not required for write off of debt.

9.7 **Equalities and Diversity Implications**

Debt Collection is managed through a Corporate Debt Management Policy and is based on an approach of "Can't Pay Won't Pay". Each write-off is considered on an individual basis through a standard approach.

9.8 **Risk Assessment**

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

9.9 **Value for Money**

It is a matter of good financial practice and good debt management to regularly report on the value of debt outstanding, collected and written off.

9.10 **Community Safety Implications**

There are no Community Safety Implications.

9.11 **Environmental Impact**

There is no environmental impact.

10. **Background Papers**

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

11. **Appendices**

Appendix A Summary of outstanding debt

Appendix B Summary of Write offs

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Summary of Outstanding Debt**Outstanding Debt pre 1st April 2018 (arrears)**

| Debt pre 1/4/18 | Council Tax (a) | Business Rates (a) | Housing Benefit Overpayments (b) | Adult Services | Miscellaneous Income | HRA (Care Line/Service Charges) | Parking (c) | Libraries (d) | HRA Current Tenants (e) | HRA Former Tenants (e) |
|--------------------------|------------------------|---------------------------|---|-----------------------|-----------------------------|--|--------------------|----------------------|--------------------------------|-------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Net Collectable Debt | 6,080 | 1,823 | 6,584 | 5160 | 3,385 | 198 | 12,228 | n/a | - | 318 |
| Amount Paid @ 31.03.2019 | 2,108 | 964 | 3,582 | 2,854 | 2,790 | 152 | 11,088 | 521 | - | 172 |
| Number of Accounts | 9,981 | 166 | 1,600 | 811 | 529 | 114 | n/a | n/a | - | 169 |
| Total Outstanding | 3,972 | 859 | 3,232 | 2,306 | 625 | 46 | 1,200 | n/a | - | 148 |

Current Year Debt (Debt raised in respect of 2018/19)

| Debt post 1/4/18 | Council Tax (a) | Business Rates (a) | Housing Benefit Overpayments (b) | Adult Services | Miscellaneous Income | HRA (Care Line/Service Charges) | Parking (c) | Libraries (d) | HRA Current Tenants (e) | HRA Former Tenants (e) |
|------------------------------------|------------------------|---------------------------|---|-----------------------|-----------------------------|--|--------------------|----------------------|--------------------------------|-------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Net Collectable Debt at 31.03.2019 | 94,220 | 46,658 | 3,381 | 13,046 | 34,998 | 3,526 | 1,881 | n/a | 32,180 | 210 |
| Amount Paid @31.03.2019 | 91,835 | 45,871 | 3,582 | 9,866 | 32,333 | 3,430 | 1,259 | 32 | 31,781 | 49 |
| Number of Accounts | 8,864 | 323 | 2,055 | 1,696 | 1268 | 170 | n/a | n/a | 1,879 | 205 |
| Total Outstanding | 2,385 | 787 | 2,720 | 3,180 | 2,665 | 96 | 622 | n/a | 612 | 161 |

NOTES

- (a) Council Tax and Business Rates includes adjustments for write offs, credits and outstanding court costs.
- (b) HB Overpayment is not attributable to a financial year in the same way that Council Tax or NDR are i.e. a yearly debit is not raised. It is also not feasible to state when a payment is made which age of debt it has been paid against. For these reasons the outstanding amounts in the report reflect the actual outstanding debt at the date requested, it does not reflect the outstanding debt against current year and previous year debts.
- (c) Parking total outstanding is net of PCNs cancelled and written off.
- (d) The figure of £521k relates to total payments received since January 2005 until 31/03/2019.
- (e) HRA tenancy debts (residential rent accounts) are rolling amounts, with no breaks in years or rollovers. Any cash received is applied to the oldest rent week outstanding. The figures shown are total arrears outstanding, and therefore include arrears still outstanding from prior years.

Southend-on-Sea Borough Council

Report of Strategic Director (Finance & Resources)
to
Cabinet
on
25 June 2019

Agenda
Item No.

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

Annual Treasury Management Report – 2018/19
Policy and Resources Scrutiny Committee
Cabinet Member: Councillor Ron Woodley
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 The Annual Treasury Management Report covers the treasury activity for the period from April 2018 to March 2019 and reviews performance against the Prudential Indicators for 2018/19.

2. Recommendation

That Cabinet;

- 2.1 **Approves the Annual Treasury Management Report for 2018/19 and the outturn Prudential Indicators for 2018/19.**
- 2.2 **Notes that the financing of 2018/19 capital expenditure of £50.899m has been funded in accordance with the schedule set out in Table 1 of section 4.**
- 2.3 **Notes that Capital Financing and Treasury Management were carried out in accordance with statutory requirements, good practice and in compliance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Prudential Code during 2018/19.**
- 2.4 **Approves the revised Operational Boundary of £350m and revised Authorised Limit of £360m for 2019/20 as set out in Section 5.**
- 2.5 **Notes the following in respect of the return on investment and borrowing;**
- **The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.**

- **£1.588m of interest and income distributions were received during 2018/19. The total investment income (including the movement on the unit price of externally managed funds) was £2.043m, giving a combined return of 2.93%. This is 2.42% over the average 7 day LIBID rate (London Interbank Bid Rate) and 2.26% over the average bank base rate. (Section 7).**
- **The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) increased from £227.8m to £267.8m (Housing Revenue Account (HRA): £77.0m, General Fund (GF): £190.8m) by the end of 2018/19.**
- **The level of financing for ‘invest to save’ schemes decreased from £8.74m to £8.73m by the end of 2018/19.**

3. Background

- 3.1 The CIPFA Prudential Code requires the Council to set Prudential Indicators for its capital expenditure and treasury management activities and to report on them after the end of the financial year.
- 3.2 This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this Code. The Code requires the reporting of treasury management activities to:
- Review actual activity for the preceding year (this report); and
 - Forecast the likely activity for the forthcoming year (in the Treasury Management and Prudential Indicators Report in February).
- 3.3 The Prudential Code is the key element in the system of capital finance that was introduced from 1st April 2004 as set out in the Local Government Act 2003. The Code has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability.
- 3.4 To demonstrate compliance with these objectives of prudence, affordability and sustainability each local authority is required to produce a set of prudential indicators and to update these annually as part of setting the Council’s budget.

4. Prudential Indicators

4.1 Appendix A provides a schedule of the prudential indicators.

4.2 Capital Expenditure

The first of these is the amount of capital expenditure in the year on long term assets. The table below shows this and the ways it has been financed.

Table 1: Capital Expenditure and Financing

| | 2018/19 Revised Budget £000s | 2018/19 Actual £000s | 2018/19 Variance £000s |
|--|---|-------------------------------------|---------------------------------------|
| Total Capital Expenditure | 52,648 | 50,899 | (1,749) |
| Financed by: | | | |
| Borrowing ⁽¹⁾ | 12,977 | 20,135 | 7,158 |
| Invest to Save Financing ⁽¹⁾ | 438 | 369 | (69) |
| Capital Receipts | 2,083 | 2,051 | (32) |
| Capital Grants Utilised | 25,913 | 18,201 | (7,712) |
| Major Repairs Reserve | 7,113 | 6,076 | (1,037) |
| Other Revenue/ Capital Reserve Contributions | 2,688 | 3,146 | 458 |
| Other Contributions | 1,436 | 921 | (515) |
| Total Financing | 52,648 | 50,899 | (1,749) |

Note 1 - this relates to both internal and external borrowing

The capital expenditure financed by borrowing is higher than budgeted and the capital expenditure financed by grants is lower than budgeted. This is mainly due to the project for the increased provision of secondary school places where the grant funding is to be paid in instalments over several years and so has been notionally financed by borrowing in the meantime (no actual borrowing has been taken out for this).

Under self-financing, there was an absolute cap on the amount that the Housing Revenue Account (HRA) could borrow, be it actual external borrowing or notional internal borrowing. During 2018/19 the Ministry of Housing, Communities & Local Government (MHCLG) removed the HRA borrowing cap. As at 31 March 2019 actual borrowing by the HRA was £98.740m, comprising £77.049m external borrowing and £21.691m internal borrowing.

The HRA can also finance its capital spend from the major repairs reserve, from grants and directly from the HRA by way of revenue contributions to capital.

4.3 Capital Financing Requirement (CFR)

The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a measure of the Council's debt position and represents capital expenditure up to the end of 2018/19 which has not yet been charged to revenue. The process of charging the capital expenditure to revenue is a statutory requirement and is done by means of the Minimum Revenue Provision (MRP). The Council's CFR is shown in table 2 and is a key prudential indicator.

Table 2: Capital Financing Requirement (CFR)

| | 31st March 2019 Revised Budget £000s | 31st March 2019 Actual £000s |
|---|---|---|
| Balance 1st April 2018 | 343,187 | 343,187 |
| Plus: capital expenditure financed by borrowing (internal and invest to save financing) | 13,415 | 20,504 |
| Less: capital expenditure financed by borrowing from prior years - reversed | 0 | (1,134) |
| Plus: fixed assets subject to finance leases | 167 | 167 |
| Less: Capital Receipts used to repay borrowing | 0 | (2,000) |
| Less: Minimum Revenue Provision | (780) | (762) |
| Balance 31st March 2019 | 355,989 | 359,962 |

The CFR is the Council's theoretical need to borrow but the Section 151 Officer can manage the Council's actual borrowing position by either borrowing to the CFR, choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or borrowing for future increases in the CFR (borrowing in advance of need). The Section 151 Officer currently manages the Council's actual borrowing position in the second of the above CFR scenarios.

Of the sum in table 2 above, the Council has already addressed the theoretical need to borrow by having undertaken external borrowing and credit arrangements of £279.383m and by internally borrowing the remaining £80.579m.

4.4 Treasury Position on Borrowing and Investments

The overall treasury position at 31 March 2019 compared with the previous year is set out in the table on the next page.

Table 3: Treasury Position

| | 31 March 2019 Revised Budget | 31 March 2019 Actual | |
|--|---------------------------------|-------------------------|---------------------|
| | Principal £000s | Principal £000s | Average Rate (%) |
| Total gross Debt# (excluding ECC transferred debt) | 279,382 | 279,383 | 4.49 |

This includes PWLB borrowing of £267.816m with the balance being invest to save financing, short term borrowing for cash flow purposes and finance leases (as these are credit arrangements).

In order to ensure that borrowing levels are prudent over the medium term, the Council's gross external borrowing must only be for a capital purpose. Gross borrowing should not therefore, except in the short term, exceed the CFR for 2018/19 plus the expected changes to the CFR over 2019/20 and 2020/21. The table below shows that the Council has complied with this requirement.

Table 4: CFR compared to Gross Borrowing Position

| | 31 March 2019 Revised Budget £000s | 31 March 2019 Actual £000s |
|---|--|----------------------------------|
| Gross borrowing position | 279,382 | 279,383 |
| Estimated Capital Financing Requirement at 31 March 2021 | | 415,741 |

4.5 Authorised Limit, Operational Boundary and Ratio of Financing Costs

In addition to ensuring that the net borrowing position is lower than the CFR, the Council is required to set gross borrowing limits. These are detailed below with the actual positions during the year.

Table 5: Borrowing limits

| | 2018/19 (£000s) |
|---|--------------------|
| Authorised Limit | 295,000 |
| Operational Boundary | 285,000 |
| Maximum gross borrowing position during the year | 282,960 |
| Financing costs as a proportion of net revenue stream | 6.34% |

The Authorised Limit is the “Affordable Borrowing Limit” required by the Local Government Act 2003. This is the outer boundary of the Council’s borrowing based on a realistic assessment of the risks. The table above demonstrates that during 2018/19 the Council has maintained gross borrowing within its Authorised Limit.

The Operational Boundary is the expected borrowing position of the Council during the year, and periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached. The Council has maintained borrowing within the boundary throughout 2018/19.

The indicator “financing costs as a proportion of net revenue stream” identifies the cost of capital (borrowing costs net of investment income) as a proportion of the Council’s total budget. For the General Fund the actual figure in 2018/19 was 6.34%.

4.6 Maturity structure of borrowing (against maximum position)

The table below shows the upper limits for which the Council delegates its length of borrowing decisions to the Strategic Director (Finance and Resources)/Section 151 Officer in 2018/19 and the actual maturity structure of the borrowing as at 31st March 2019.

Table 6: Maturity Structure of Borrowing

| | Upper limit % | Outstanding debt maturity at 31 st March 2019 % |
|--------------------------------|---------------|--|
| Under 12 months | 20 | 3 |
| 12 months and within 24 months | 30 | 0 |
| 24 months and within 5 years | 40 | 1 |
| 5 years and within 10 years | 60 | 16 |
| 10 years and within 20 years | 100 | 43 |
| 20 years and within 30 years | 100 | 11 |
| 30 years and above | 80 | 26 |

The percentages in each category for the upper limits do not add up to 100% as they do not represent an actual allocation.

5. Treasury Management Strategy

5.1 During 2018/19 the Council complied with all of the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. In particular its adoption and implementation of the Code of Practice for Treasury Management means its treasury practices demonstrate a low risk approach.

- 5.2 The Council is aware of the risks of passive management of the treasury portfolio and has taken steps to improve the proactive management of the debt and investments over the year with the support of its treasury management advisers.
- 5.3 Shorter-term variable rates and likely future movements in these rates predominantly determine the Council's in-house investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.
- 5.4 UK interest rates continued to be low throughout 2018/19. The bank base rate stayed at 0.5% until August when the Bank of England increased the rate to 0.75%. With on-going concerns over counterparty risk since the banking crisis and the uncertainty in the financial markets about the timing of future rises in interest rates, investments were placed in instant access accounts.
- 5.5 Long term interest rates from the Public Works Loans Board (PWLB) fluctuated throughout 2018/19 in response to economic events: 10 year PWLB rates between 1.84% and 2.53%; 25 year PWLB rates between 2.33% and 2.93% and 50 year PWLB rates between 2.16% and 2.79%. These rates are after the PWLB 'certainty rate' discount of 0.20%.
- 5.6 The current levels of external borrowing are well below the Council's underlying need to borrow. Given the high levels of uncertainty due to prevailing political situation the PWLB rates have fluctuated quite widely. Within those fluctuations the long term rates have at times reached historic lows and when this happens it can be economically advantageous to take out loans at those exceptionally low rates.
- 5.7 When the 2019/20 limits on external borrowing were set it was anticipated that £20m of new borrowing would be undertaken in 2018/19 and a further £31m would be undertaken in 2019/20. However, due to the uncertainty around Brexit in the run up to the expected leaving date of 29 March the PWLB rates reached advantageously low levels, so the £20m originally anticipated for 2018/19 and £20m of the 2019/20 borrowing was taken out to capture those good rates. With the uncertainty continuing the rates continued to be volatile and reached advantageously low levels again in early June and another £10m PWLB loan was taken to capture that good rate. With this recent borrowing activity there is little headroom to allow further borrowing, should the rates reach new exceptionally low levels. It is therefore proposed that the limits on external borrowings are revised to allow the headroom to achieve this. It is proposed that the operational boundary for 2019/20 be increased from £290m to £350m and the authorised limit for 2019/20 be increased from £300m to £360m. It should be noted that these limits do not indicate the planned levels of borrowing but do allow scope in exceptional circumstances.

6. Borrowing

PWLB and short term borrowing

- 6.1 The table on the next page summarises the PWLB borrowing activities during the financial year 2018/19:

Table 7: PWLB borrowing

| Quarter | Borrowing at beginning of quarter (£m) | New Borrowing (£m) | Re-financing (£m) | Borrowing repaid (£m) | Borrowing at end of quarter (£m) |
|--------------------------|--|--------------------|-------------------|-----------------------|----------------------------------|
| April to June 2018 | 227.8 | 0 | 0 | (0) | 227.8 |
| July to September 2018 | 227.8 | 0 | 0 | (0) | 227.8 |
| October to December 2018 | 227.8 | 0 | 0 | (0) | 227.8 |
| January to March 2019 | 227.8 | 40 | 0 | (0) | 267.8 |

All PWLB debt held is repayable on maturity. Four new PWLB loans were taken out in March 2019: £10m at 2.38% for 44 years, £10m at 2.37% for 47½ years, £10m at 2.24% for 45 years and £10m at 2.24% for 46 years.

6.2 The Council's outstanding PWLB borrowing as at 31st March 2019 was:

- Southend-on-Sea Borough Council £267.816m*
- ECC transferred debt £11.282m

* £190.8m General Fund and £77.0m Housing Revenue Account.

6.3 Repayments in 2018/19 were:

- Southend-on-Sea Borough Council £0m
- ECC transferred debt £0.60m

6.4 Outstanding debt relating to services transferred from Essex County Council (ECC) on 1st April 1998, remains under the management of ECC. Southend Borough Council reimburses the debt costs incurred by the County. The debt is recognised as a deferred liability on our balance sheet.

6.5 The table below summarises our PWLB borrowing position as at the end of 2018/19:

Table 8: Debt position

| | 31 March 2019 | | 31 March 2018 | |
|-----------------------|-------------------|------------------|-------------------|------------------|
| | Principal (£000s) | Average Rate (%) | Principal (£000s) | Average Rate (%) |
| -PWLB – Fixed | 267,816* | 4.61 | 227,816 | 4.62 |
| -ECC Transferred Debt | 11,282 | 2.55 | 11,879 | 2.61 |

* £190.8m General Fund and £77.0m Housing Revenue Account.

- 6.6 Some of the Council's borrowings are at a higher interest rate than the current rate of borrowing. To redeem these loans before their maturity date (i.e. to redeem them early) the Council would be required to pay a premium (this is like paying to redeem a mortgage early except the amount of the penalty depends on the prevailing rate of interest). New loans could then be taken out at the current rate.
- 6.7 In November 2007 the PWLB changed its structure of interest rates so that any early repayment of PWLB debt has a higher repayment rate applied. No PWLB restructuring was carried out in 2018/19 due to the higher cost of PWLB repayments making it uneconomical and giving no benefit to the Council.
- 6.8 On 1st November 2012 HM Treasury implemented a 'certainty rate' at a discount of 0.2% on loans for those local authorities providing improved information and transparency on their locally-determined long-term borrowing and associated capital spending plans. This Council provided the necessary information again in 2018/19 and was therefore eligible for this 'certainty rate'.
- 6.9 The total interest payments during the year were £10.5m, compared to the original budget of £11.1m. The original budget assumed that the Council would take out £40m of loans during 2018/19. Although £40m of new loans were taken out by the Section 151 Officer they were taken out in March, later in the financial year than anticipated and at lower rates than anticipated. This therefore led to the underspend on the interest payments against the original budget.
- 6.10 In addition, short term borrowing was undertaken during the 2018/19 financial year for cash flow purposes. The average rate paid in 2018/19 was 0.80% and the details of the loans are shown in the table below:

Table 9: Short term borrowing

| Counterparty | Amount of loan (£m) | Loan Rate (%) | Period of loan (days) | Return date |
|--|---------------------|---------------|-----------------------|-------------|
| Middlesbrough County Council @ | 7.0m | 0.80 | 34 | 18/04/2018 |
| Derbyshire County Council @ | 3.5m | 0.80 | 725 | 29/03/2019 |
| South Cambridgeshire District Council | 3.0m | 0.80 | 50 | 24/01/2019 |
| Barnsley Metropolitan Borough Council | 7.0m | 0.80 | 49 | 24/01/2019 |
| Ceredigion County Council | 2.0m | 0.70 | 28 | 12/03/2019 |
| Stockport Metropolitan Borough Council | 6.0m | 0.80 | 28 | 13/03/2019 |

@ This loan is spread over financial years 2017/18 to 2018/19.

Funding for Invest to Save Schemes

- 6.11 Capital projects were completed on draught proofing and insulation in the Civic Centre, replacement lighting on Southend Pier and lighting replacements at University Square Car Park and Westcliff Library which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 6.12 To finance these projects in total the Council has taken out interest free loans of £0.287 with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for periods of four and five years with equal instalments to be repaid every six months. There are no revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments. £0.052m of these loans were repaid during the year.
- 6.13 At the meeting of Cabinet on 23rd June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from L1 Renewables Ltd. Repayments of £0.026m were made during the year and the balance outstanding at 31 March 2019 was £8.59m.

7. Investments

- 7.1 The table on the next page summarises the Council's investment position at the end of 2018/19:

Table 10: Investment position

| | 31 March 2019 | 2018/19 | | 31 March 2018 | 2017/18 | |
|--|----------------------|-------------------------------|------------------------|----------------------|-------------------------------|------------------------|
| | Principal (£000s) | Average Balance (£000s) | Average Rate (%) | Principal (£000s) | Average Balance (£000s) | Average Rate (%) |
| Notice accounts | 0 | 0 | N/A | 0 | 9,107 | 0.50 |
| Call accounts # | 8,080 | 8,456 | 0.64 | 8,186 | 8,407 | 0.63 |
| Money Market Funds | 33,000 | 12,921 | 0.78 | 13,000 | 28,082 | 0.40 |
| Total investments managed in- house | 41,080 | 21,377 | 0.74 | 21,186 | 45,596 | 0.47 |
| Enhanced Cash Funds | 5,066 | 5,053 | 0.81 | 5,038 | 5,035 | 0.33 |
| Short Dated Bond Funds | 15,377 | 15,272 | 2.20 | 15,193 | 15,208 | 0.45 |
| Property Funds | 28,385 | 28,296 | 5.34 | 22,625 | 16,546 | 10.58 |
| Total externally managed funds | 48,828 | 48,621 | 3.88 | 42,856 | 36,789 | 4.99 |
| Total investments@ | 89,908 | 69,998 | 2.93 | 64,042 | 82,385 | 2.49 |

This includes the council's main current account.

@ This excludes the cash held by schools.

7.2 In summary the key factors to note are:

- An average of £21.4m of investments were managed in-house. These earned £0.155m of interest during the year at an average rate of 0.74%. This is 0.23% over the average 7 day LIBID and 0.07% over the average bank base rate;
- An average of £5.1m was managed by an enhanced cash fund manager. This earned £0.041m during the year at an average rate of 0.81%;
- An average of £15.3m was managed by two short dated bond fund managers. This earned £0.335m during the year from a combination of an increase in the value of the units and income distributions, giving a combined return of 2.20%;
- An average of £28.3m was managed by two property fund managers. This earned £1.512m during the year from a combination of an increase in the value of the units and income distributions, giving a combined return of 5.34%.

- 7.3 During the year there was a change in the capital finance and accounting regulations. As a result a Financial Instrument Revaluation reserve will be used to capture all the changes in the unit value of the externally managed funds and these will not impact the revenue account, with only the income distributions impacting that. As a total over all the investments, £1.588m of interest and income distributions were received during the year. The total investment income (including the movement on the unit price of externally managed funds) was £2.043m, giving a combined return of 2.93%.
- 7.4 The actual rate on investments earned in 2018/19 was 2.93% compared to a forecast of 1.53% which was included in the budget. This forecast was based on the best estimates of balances and future interest rates at the time the budget was set.
- 7.5 The Council earned a total of £2.043m of interest through the investment of surplus funds both in-house and with the fund managers. The interest earned was £0.974m higher than the budgeted figure of £1.069m. This increased level of interest was due to the externally managed funds achieving a higher than forecast interest rate, especially the property funds. These forecasts were based on the best estimates at the time the budget was set.
- 7.6 The Council's investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector, which has been implemented in the Annual Treasury Management Investment Strategy approved by the Council on 22 February 2018. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 7.7 The majority of the cash balances held by the Council are required to meet short term cash flow requirements and therefore throughout the year monies were placed 41 times for periods of one year or less. In the light of the banking crisis and the prevailing financial market conditions there has been greater emphasis on counterparty risk and the security of the principal sums invested. The table below shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

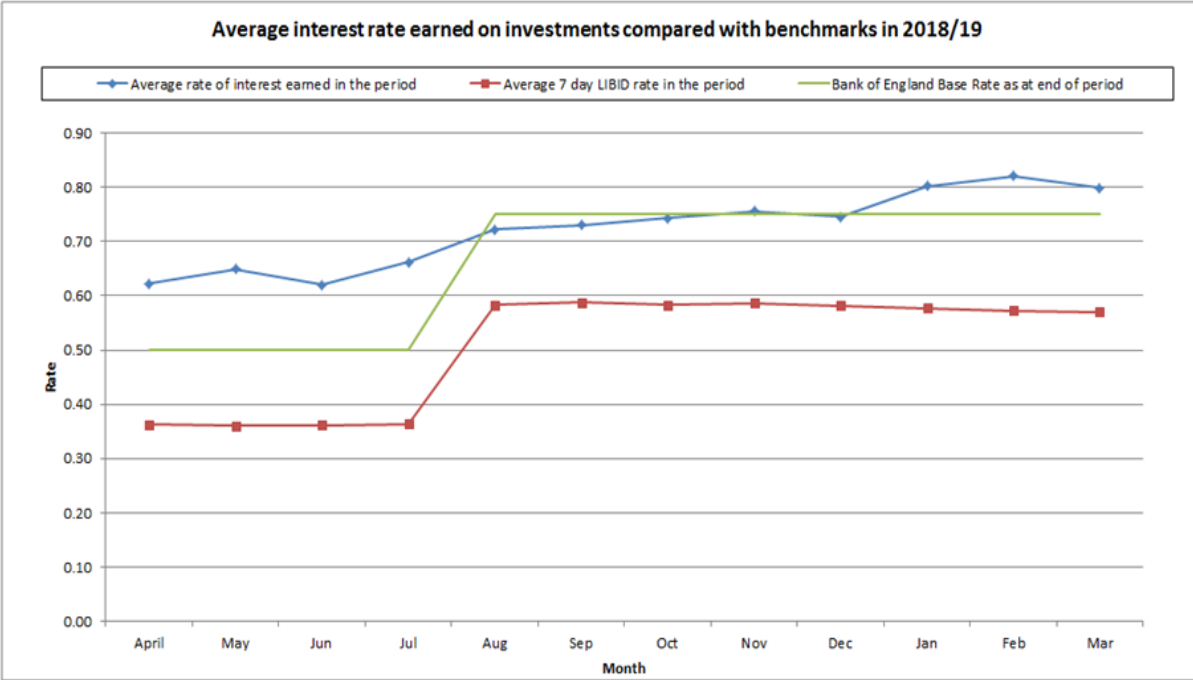
Table 11: Counterparties used

| Counterparty | Country | No. of Deals | Value of Deals (£m) |
|---|---|--------------|---------------------|
| Blackrock | Money Market Fund (Various Counterparties) | 19 | 106 |
| Aberdeen Liquidity Fund (formerly Standard Life) | Money Market Fund (Various Counterparties) | 14 | 80 |
| Goldman Sachs | Money Market Fund (Various Counterparties) | 4 | 22 |
| Insight Investment Management Ltd | Money Market Fund (Various Counterparties) | 4 | 19 |
| Total | | 41 | 227 |

7.8 In addition to the above, use was also made of call accounts during the year, because they provide instant access to funds. This meant that funds were available for unexpected cash flow events to avoid having to pay higher rates to borrow from the market. During 2018/19 an average of £8.5m was held in such accounts.

7.9 The performance during the year is compared to the average 7 day LIBID rate. The graph below shows the Council’s performance month by month compared to this benchmark and the bank base rate.

Graph1: Investment performance compared to benchmarks



7.10 Overall, performance on in-house managed funds was 0.23% over the average 7 day LIBID rate for the year and averaged 0.07% higher than the average base rate for the year.

7.11 An average of £5.1m was managed by the enhanced cash fund manager Payden & Rygel. During the year the value of the fund started at £5.038m and increased by £0.028m due to an increase in the unit value and a reinvested income distribution, giving an average return of 0.81%. The fund ended the year at £5.066m.

8 Short Dated Bond Funds

8.1 Throughout the year medium term funds were invested in two short dated bond funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.

8.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one to five year range. An income distribution will be generated from the coupon on the bond. Until November these income distributions were being reinvested back into the fund

but are now being paid into the Council's bank account. This change was driven by a change in the capital finance and accounting regulations. The price of units can rise and fall, depending on the price of bonds in the fund so these funds are invested over the medium term with the aim of realising higher yields than short term investments.

- 8.3 Following the change in the capital finance and accounting regulations a Financial Instrument Revaluation reserve will be used to capture all the changes in the unit value of the funds. Members should be aware that the investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as only the income distributions will impact that and not the change in the unit price.
- 8.4 An average of £7.6m was managed by AXA Investment Managers UK Limited. During the year the value of the fund increased by £0.073m due to an increase in the unit value. There were also income distributions relating to that period of £0.055m. The combined return was 1.70%.
- 8.5 The AXA fund started the year at £7.563m and increased by £0.073m during the year due to the increase in the value of the units, with the fund ending the year at £7.636m.
- 8.6 An average of £7.7m was managed by Royal London Asset Management. During the year, the value of the fund decreased by £0.034m due to a decrease in the unit value. There were also income distributions relating to that period of £0.241m. The combined return was 2.69%.
- 8.7 The Royal London fund started the year at £7.630m. The fund decreased by £0.034m during the year due to the decrease in the value of the units and increased by £0.144m due to reinvested income distributions, with the fund ending the year at £7.740m.

9 Property Funds

- 9.1 Throughout the year long term funds were invested in two property funds: Rockspring Hanover Property Unit Trust and Lothbury Property Trust.
- 9.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Until November these income distributions were being reinvested back into the fund but are now being paid into the Council's bank account. This change was driven by a change in the capital finance and accounting regulations. There are high entrance and exit fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.
- 9.3 Following the change in the capital finance and accounting regulations a Financial Instrument Revaluation reserve will be used to capture all the changes in the unit value of the funds. Members should be aware that the investment returns in some quarters will look very good and in other quarters there may be losses reported,

but these will not impact the revenue account as only the income distributions will impact that and not the change in unit price.

- 9.4 An average of £14.6m was managed by Rockspring Hanover Investment Management Limited. During the year the value of the fund increased by £0.464m due to an increase in the unit value. There were also income distributions relating to that period of £0.694m. The combined return was 7.92%.
- 9.5 The Rockspring fund started the year at £14.198m. The fund increased by £0.464m during the year due to the increase in the value of the units and increased by £0.163m due to reinvested income distributions, with the fund ending the year at 14.825m.
- 9.6 An average of £13.7m was managed by Lothbury Investment Management Limited. During the year the value of the fund decreased by £0.065m due to a decrease in the unit value. There were also income distributions relating to that period of £0.419m. The combined return was 2.59%.
- 9.7 The Lothbury fund started the year at £8.427m. The fund increased by £4.989m due to the purchase of additional units in April, decreased by £0.065m during the year due to the decrease in the value of the units and increased by £0.208m due to reinvested income distributions, with the fund ending the year at £13.559m.

10. Other Options

- 10.1 There are many options available for the operation of the Treasury Management function, with varying degrees of risk associated with them. The Treasury Management Policy aims to effectively control risk to within a prudent level, whilst providing optimum performance consistent with that level of risk.

11. Reasons for Recommendations

- 11.1 The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2018/19 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

12. Corporate Implications

- 12.1 Contribution to Council's Vision & Critical Priorities

Treasury Management practices in accordance with statutory requirements, together with compliance with the prudential indicators acknowledge how effective treasury management provides support towards the achievement of the Council's ambition and desired outcomes.

- 12.2 Financial Implications

The financial implications of Treasury Management are dealt with throughout this report.

- 12.3 Legal Implications

This Council has adopted the 'CIPFA Code of Practice for Treasury Management in the Public Sector' and operates its treasury management service in compliance with this code.

12.4 People Implications

None.

12.5 Property Implications

None.

12.6 Consultation

The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

12.7 Equalities Impact Assessment

None.

12.8 Risk Assessment

The Treasury Management Policy acknowledges that the successful identification, monitoring and management of risk are fundamental to the effectiveness of its activities.

12.9 Value for Money

Treasury Management activities include the pursuit of optimum performance consistent with effective control of the risks associated with those activities.

12.10 Community Safety Implications

None.

12.11 Environmental Impact

None.

13. Background Papers

None.

14. Appendices

Appendix A - Prudential Indicators 2018/19

Prudential Indicators 2018/19

| | Figures are for the financial year unless otherwise titled in italics | 2018/19 Revised Indicator | 2018/19 Actual |
|---|---|---------------------------|----------------|
| 1 | Capital Expenditure | £52.648m | £50.899m |
| 2 | Capital Financing Requirement (CFR) | £355.989m | £359.962m |
| 3 | Gross Borrowing at 31 March | £279.382m | £279.383m |
| 4 | Authorised Limit (<i>against maximum position</i>) | £295.000m | £295.000m |
| 5 | Operational Boundary | £285.000m | £285.000m |
| 6 | Ratio of financing costs to net revenue stream | 7.00% | 6.34% |
| 7 | Maturity structure of fixed rate borrowing: (<i>against maximum position</i>) | | |
| | Under 12 months | 20% | 3% |
| | 12 months to 2 years | 30% | 0% |
| | 2 years to 5 years | 40% | 1% |
| | 5 years to 10 years | 60% | 16% |
| | 10 years to 20 years | 100% | 43% |
| | 20 years to 30 years | 100% | 11% |
| | 30 years and above | 80% | 26% |
| | Total | N/A | 100% |

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CABINET

Tuesday, 25th June 2019

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 Recommissioning of the Integrated Sexual Health Service (ISHS)
Following an unsuccessful tender process in 2018, the recommissioning of the ISHS with Provide CIC and Southend Hospital through an EU approved light touch procurement process. The contracts will be for two years commencing from 1st April 2019.

2. The Deputy Chief Executive (Place) authorised:

- 2.1 Thames Estuary Production Corridor Cultural Development Fund Programme
The confirmation of the Council's status as partners on the above DCMS (Department of Culture, Media and Sport) programme and the signing of the partnership agreement to confirm the Council's position as delivery partner for the Thames Estuary Production Corridor, specifically to lead on a work stream intended to support the conversion of underused assets into cultural productivity.

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