

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

People Scrutiny Committee

Date: Tuesday, 9th July, 2019 @ 18.30
Place: Committee Room 1 - Civic Suite

Contact: Fiona Abbott, Principal Democratic Services Officer
Email: committeesection@southend.gov.uk

AGENDA

**** **Part 1**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on Tuesday, 9th April, 2019

**** **ITEMS REFERRED DIRECT FROM CABINET held on Tuesday, 25th June 2019**

- 5 **Revised Southend 2050 - Five Year Road Map**
Minute 71
Referred direct to all three Scrutiny Committees
- 6 **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**
Minute 72
Referred direct by Cabinet
- 7 **Southend Safeguarding Partnership**
Minute 77
Referred direct by Cabinet
- 8 **Annual Public Health Report**
Minute 79
Referred direct by Cabinet
- 9 **Year End Performance Report 2018/19**
Minute 86
Referred direct to all three Scrutiny Committees
- 10 **Southend 2050 Corporate Performance Framework for 2019/20 Onwards**
Minute 87
Referred direct to all three Scrutiny Committees

- 11 Corporate Risk Register**
Minute 88
Referred direct to all three Scrutiny Committees
- 12 Capital Outturn Report 2018/19**
Minute 90
Referred direct to all three Scrutiny Committees
- 13 Council Procedure Rule 46**
Minute 93
Referred direct to all three Scrutiny Committees

ITEMS CALLED-IN FROM THE FORWARD PLAN

NONE

PRE-CABINET SCRUTINY ITEMS

NONE

****** OTHER SCRUTINY MATTERS**

- 14 Schools Progress Report**
Report of Deputy Chief Executive (People)
- 15 Scrutiny Committee - updates**
Report of Strategic Director (Legal and Democratic Services)
- 16 Statutory Scrutiny Guidance**
Report of Strategic Director (Legal and Democratic Services)
- 17 In depth Scrutiny Projects and Summary of Work**
Report of Strategic Director (Legal and Democratic Services)
- 18 Minutes of the Meeting of Chair's Scrutiny Forum held on, Tuesday, 18th June, 2019**

The Chairman & Members of the People Scrutiny Committee

Councillor L Salter (Chair)

Councillor N Folkard (Vice Chair), Councillors M Borton, H Boyd, A Chalk, A Dear, M Dent, F Evans, D Garne, B Hooper, M Kelly, C Nevin, K Mitchell, I Shead, M Stafford, A Thompson and C Willis

Co-opted Members

Church of England Diocese –

Fr Jonathan Collis (Voting on Education matters only)

Roman Catholic Diocese –

VACANT (Voting on Education matters only)

Parent Governors

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

SAVS – K Jackson (Non-Voting)

Healthwatch Southend – J Broadbent (Non-Voting)

Southend Carers Forum – T Watts (Non-Voting)

Observers

Youth Council -

(i) to be advised (Non-voting)

(ii) to be advised (Non-Voting)

This page is intentionally left blank

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of People Scrutiny Committee

Date: Tuesday, 9th April, 2019

Place: Committee Room 1 - Civic Suite

4

Present: Councillor C Nevin (Chair)
Councillors M Borton (Vice-Chair), B Arscott, L Burton, A Chalk, A Dear, D Garne, S Habermel, T Harp, A Holland, J McMahon, C Mulrone, G Phillips, K Robinson, C Walker and R Woodley*
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors Boyd, Cox, Moring & Salter (Cabinet Members)
Councillors S George and A Jones
F Abbott, S Leftley, J Ruffle, P Grout, D Simon, B Martin, J O'Loughlin, S Baker, G Shine, N Laver and E Chidgey

Start/End Time: 6.30 - 8.50 pm

843 Apologies for Absence

Apologies for absence were received from Councillor Buckley (no substitute) and Councillor Stafford (Substitute Cllr R Woodley) and K Jackson, T Watts, J Broadbent and Rev'd Canon J Collis (co opted members).

844 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillors Boyd, Cox, Moring & Salter (Cabinet Members) – interest in the called in / referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor Boyd – disqualifying non-pecuniary interest in the Schools Progress Report; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (c) Councillor Salter – agenda item relating to Scrutiny Committee - updates – non-pecuniary - husband is consultant Surgeon at Southend Hospital; son-in-law is GP in the Borough; daughter is a doctor at Basildon Hospital (was not present for agenda item however);
- (d) Councillor Nevin – agenda item relating to Revenue & Capital Monitoring – non-pecuniary – Southchurch School highlighted in report – niece is teacher at the school;
- (e) Councillor Borton – agenda item relating to - Revenue & Capital Monitoring – non-pecuniary – work for DWP, dealing with Universal Credit claimants;
- (f) Councillor Nevin - agenda item relating to Scrutiny Committee updates – mid and south Essex STP - non-pecuniary – Previous association at Southend & MEHT Hospitals; sons work at MEHT; sister works Basildon Hospital; work at NHS Trust outside this area;

- (g) Councillor Harp - agenda item relating to Scrutiny Committee updates (Appendix 2) - non-pecuniary – patient at St Lukes Health Centre, Chair of St Lukes PPG and member of PPG Forum;
- (h) Councillor Borton - agenda item relating to Scrutiny Committee updates – section 3 of report – EPUT – daughter is a nurse at Basildon mental health unit;
- (i) Councillor Robinson - agenda item relating to Scrutiny Committee updates – disclosable interest – employee of EPUT mentioned in the report and workplace and mentioned in Appendix 2 – withdrew;
- (j) Councillor Burton – Safeguarding Report; Annual Education Report; Schools Progress report – non-pecuniary – Director of English and Maths at USP (formally SEEVIC) College and Southend schools are feeder schools;
- (k) Councillor Arscott – agenda items relating to – Safeguarding Report; Annual Education Report; Schools Progress report – non-pecuniary – Governor at Our Lady of Lourdes Catholic Primary School (Assisi Trust);
- (l) Councillor Holland - agenda item relating to Scrutiny Committee updates – non-pecuniary – President Southend Stroke Club;
- (m) Councillor McMahon – agenda item relating to Safeguarding Report – non-pecuniary – support parents in court cases of children who may feature in report;
- (n) Councillor McMahon – agenda item relating to Schools Progress report – non-pecuniary – Charitable association with Southend YMCA including school – former governor on Board YMCA.

845 Questions from Members of the Public

There were no questions received from members of the public.

846 Minutes of the Meeting held on Tuesday, 29th January, 2019

Resolved:-

That the Minutes of the Meeting held on Tuesday, 29th January, 2019 be confirmed as a correct record and signed.

847 Monthly Performance Report

The Committee considered Minute 779 of Cabinet held on 12th March 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with the Monthly Performance Report covering the period to end February 2019, which had recently been circulated.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Cabinet Member:- As appropriate to the item.

848 Transport Procurement

The Committee considered Minute 770 of Cabinet held on 12th March 2019, which had been called in to scrutiny, together with a report of the Deputy Chief

Executive (People) which provided an update on the procurement for the preferred bidder to create a Joint Venture Partnership (JV) to deliver the Council's Passenger Transport Service.

The Committee asked a number of questions about the report and the Cabinet Member for Infrastructure agreed to provide further information on the delivery and operation of the passenger transport services, in particular, home to school transport service (number of vehicles & numbers to be transported).

Resolved:-

1. That the decisions of Cabinet, as set out in 1-5 below and the recommendation as set out in 6 below, be referred back to Cabinet for reconsideration. However the decision to refer the matter back was then referred up to Council, pursuant to Council Procedure Rule 39 (see Resolution 2 below):-

"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.

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

2. That in accordance with Council Procedure 39 the matter be referred to Council.

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

Cabinet Members: Cllrs Boyd, Cox and Moring

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

The Committee considered Minute 775 of Cabinet held on 12th March 2019, which had been called in to scrutiny, together with a report of the Deputy Chief Executive (People) which presented the annual assurance assessment for the Chief Executive and Councillors in respect of their responsibilities for safeguarding children and adults in Southend.

On behalf of the Committee, the Chair welcomed E Chidgey to the meeting. Ms Chidgey is the Independent Chair of the Southend safeguarding children and adults Boards and she responded to a number of questions from members on the report.

Resolved:-

That the following decision of Cabinet be noted:-

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

Note: This is an Executive Function

Cabinet Members: Cllrs Cox and Boyd

850 Annual Education Report

The Committee considered Minute 776 of Cabinet held on 12th March 2019, which had been called in to scrutiny, together with a report of the Deputy Chief Executive (People) which set out the format and context of the Annual Education Report 2018.

In response to questions regarding the report, the Council’s Director of Learning said that the average score point figures on page 1 of the report, would be provided to 1 decimal point in the future. He also agreed to circulate the outcome data for free school meals at KS4 as this data had not been available at the time of writing the report.

Resolved:-

That the following decision of Cabinet be noted:-

“That the Annual Education Report, be approved.”

Note: This is an Executive Function

Cabinet Member: Cllr Boyd

851 Revenue and Capital Monitoring - 31st January 2019

The Committee considered Minute 780 of Cabinet held on 12th March 2019, which had been called in to scrutiny, together with a report of the Strategic Director (Finance and Resources) which presented the Revenue and Capital Budget Monitoring report for the period ending 31st January 2019.

Resolved:-

That the following decisions of Cabinet be noted:-

“That, in respect of the 2018/19 Revenue Budget Monitoring as set out in Appendix 1 to 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.”

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

852 Schools Progress Report

The Committee received a report of the Deputy Chief Executive (People) which informed the advised about the current position with regard to the performance of all schools, including those schools causing concern and updated on known Academy developments.

The Committee was pleased to note the recent ‘social mobility’ visit by Norwich Youth Council.

Resolved:-

1. That the report be noted.
2. That the staff, students, parents and carers of the YMCA Community School be congratulated on the ‘Good’ outcome from the recent Ofsted inspection.

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

853 Scrutiny Committee - updates

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

The Scrutiny Officer reported that the Chair has been contacted by Camden Clinical Commissioning Group regarding scrutiny arrangements with regard to the proposed move of site for Moorfields Eye Hospital, City Road London. The proposal is to relocate all the services currently provided at Moorfields’ City Road site in Islington, London (along with the UCL Institute of Ophthalmology and Moorfields Eye Charity) to a brand new integrated, purpose-built hospital on land that has become available at the St Pancras Hospital site in Camden, London, subject to public consultation.

Committee members were contacted for their views and the responses received supported the proposed approach with regards to the Scrutiny Committees’ involvement and that it would be applicable for the existing Joint HOSC for North Central London to manage the scrutiny process on behalf of Southend. Regular updates / briefing on the proposals has been requested, together with

information on the arrangements for public consultation and how local people can respond if they so wish and how respective local Healthwatch bodies will be involved.

Resolved:-

1. That the report and actions taken be noted.
2. That the report and conclusions from the in depth scrutiny project, detailed at Appendix 1, be agreed.
3. That the Chair be authorised to agree any final amendments to the draft report and that in accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution) the Chair (or Vice-Chair) present the report to a future Cabinet meeting.
4. To note the update information on the development of the St Lukes Health Centre, detailed at Appendix 2.
5. That the Youth Council be congratulated on the launch of the '1757' Voices Charter, detailed at Appendix 3.
6. To note the timetable for commenting on the Quality Accounts from EPUT and the Hospital Trust for 2018/19, as set out in section 3 of the report.
7. To note the position with regard to the scrutiny arrangements for the proposed move of site for Moorfields Eye Hospital, London and agreed that the existing Joint HOSC for North Central London should act as scrutiny lead and manage the scrutiny process on behalf of Southend.

Note:- This is a Scrutiny Function.

854 Exclusion of the Public

Resolved:-

That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the items of business set out below, on the grounds that they 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.

855 Transport Procurement - Confidential Appendix to Report

The Committee considered Minute 783 of Cabinet held on 12th March 2019, which had been called in to scrutiny, together with a confidential appendix to the report of the Deputy Chief Executive (People).

Resolved:-

That the following decision of Cabinet be noted:-

“That the confidential appendix, be noted.”

Note: This is an Executive Function

Cabinet Members: Cllrs Boyd, Cox and Moring

856 Vote of Thanks

The Chair thanked Councillors for their contributions, support and participation at the meetings over the last Municipal Year. She also wished Councillors all the best who are seeking re election.

Chairman: _____

Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

25 June 2019

5

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**

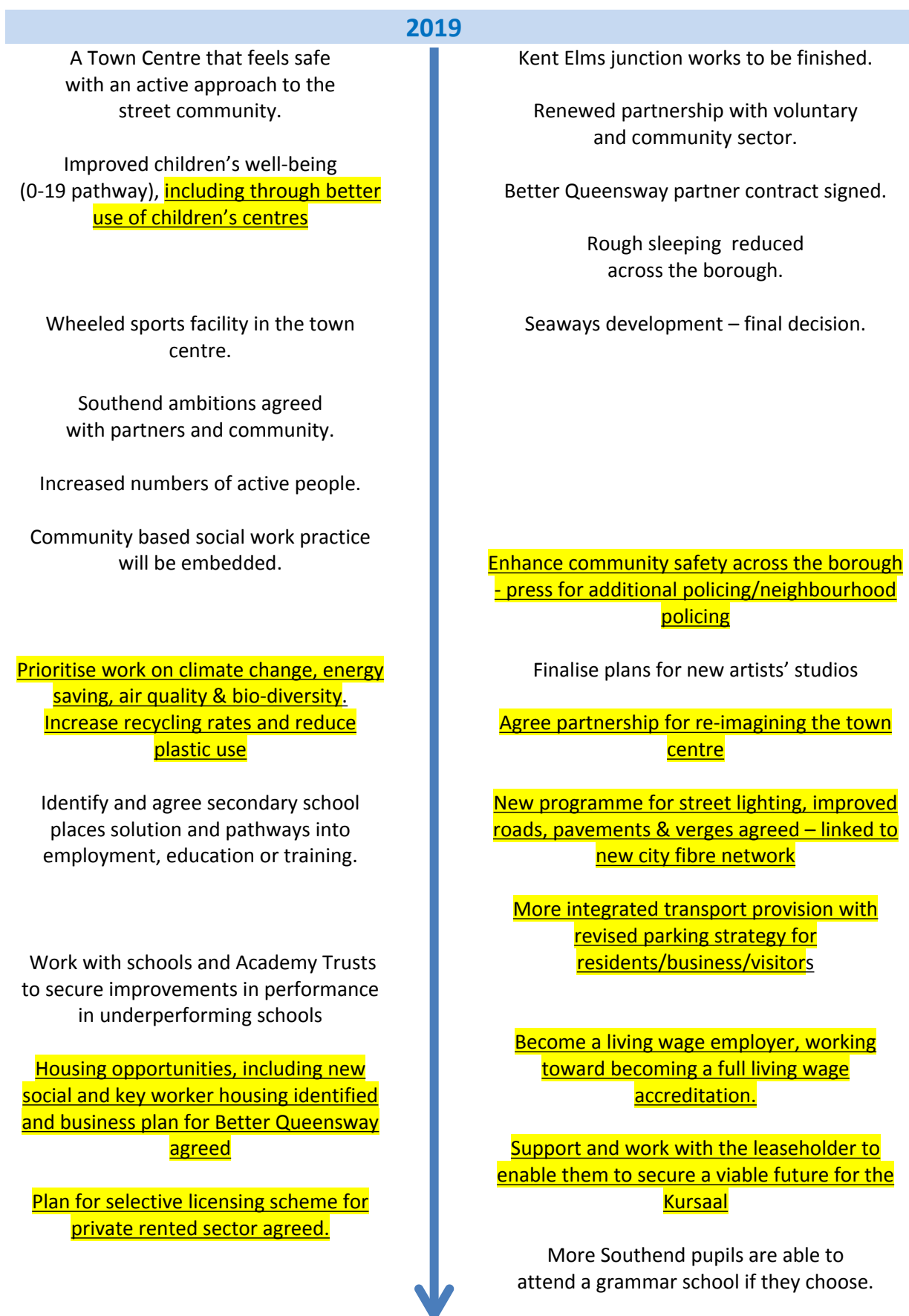
[Southend 2050 Road Map](#)

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.

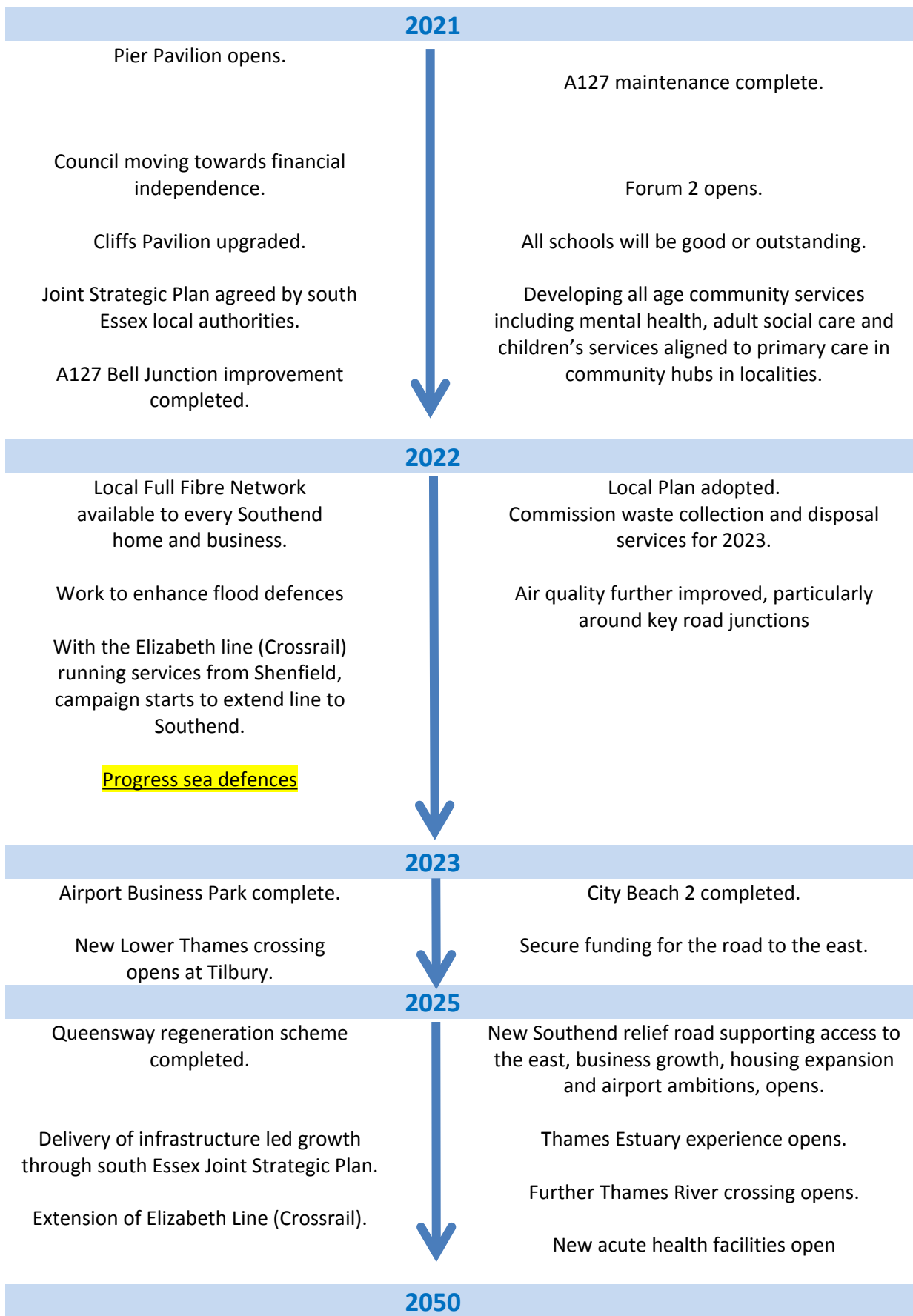
Reviewing and delivering a more integrated children's pathway across health and social care to include community paediatrics service.

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.



Progress sea defences

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 	Cllr Mulroney
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. 	Cllr Terry
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. 	Cllr Harp

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.

6

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

This page is intentionally left blank

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

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.

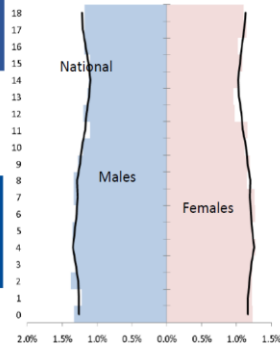
Southend is home to 41,137 children aged 0-18.

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 seatures.

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 the Deputy Chief Executive
(People)

to

Cabinet

on

25th June 2019

**Agenda
Item No.**

7

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

This page is intentionally left blank



Working Together 2018

Safeguarding Southend

Southend Safeguarding Partnership

June 2019

(Version 08)



Contents

Executive Summary: Working Together 2018 (Governance Changes).....	3
Background.....	3
Organisations Responsibilities.....	3
Other changes	3
Governance	4
Introduction	5
Working across Essex	5
Vision and Values	6
Safeguarding Partners	6
Geographical area	7
Relevant agencies.....	7
Southend Safeguarding Partnership Structure	7
Strategic Leadership Group (SLG).....	8
Safeguarding Partnership Group (SPG)	8
Southend Safeguarding Partnership Learning and Improvement Framework.....	9
Learning and Development	9
Audit Quality Assurance and Performance (separate adults and children)	10
Safeguarding Practice Review Group	10
Threshold Document.....	12
Voice and Lived Experience of the Vulnerable Person (including Children and Families)	
.....	12
Scrutiny	12
Scrutiny Panel.....	12
Independent Advisor	13
Dispute resolution and escalation process	14
Schools, educational establishments and early year’s settings	14
Resources	14
Expenditure	14
Business Support.....	15
Partnership Annual Report and External Reporting Mechanisms.....	15
Review of the Southend Safeguarding Partnership arrangements	15
Southend, Essex and Thurrock (SET) Working across Essex.....	15
Procedure Group.....	15
Strategic Relationships	16
SET Principles.....	16
SET Business Planning	17
Existing good Practice.....	17

Appendices

Appendix A- Relevant Agencies	18
Appendix B- SSP Structure	19
Appendix C- Membership Lists	20
Appendix D- Child Safeguarding Practice Review	23
Appendix E- Rapid Review Process	26

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:

Appendix 1

“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.

Appendix 1

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.

Appendix 1

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:

Appendix 1

- 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.

Appendix 1

- 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.

Appendix 1

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.

Appendix 1

- 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

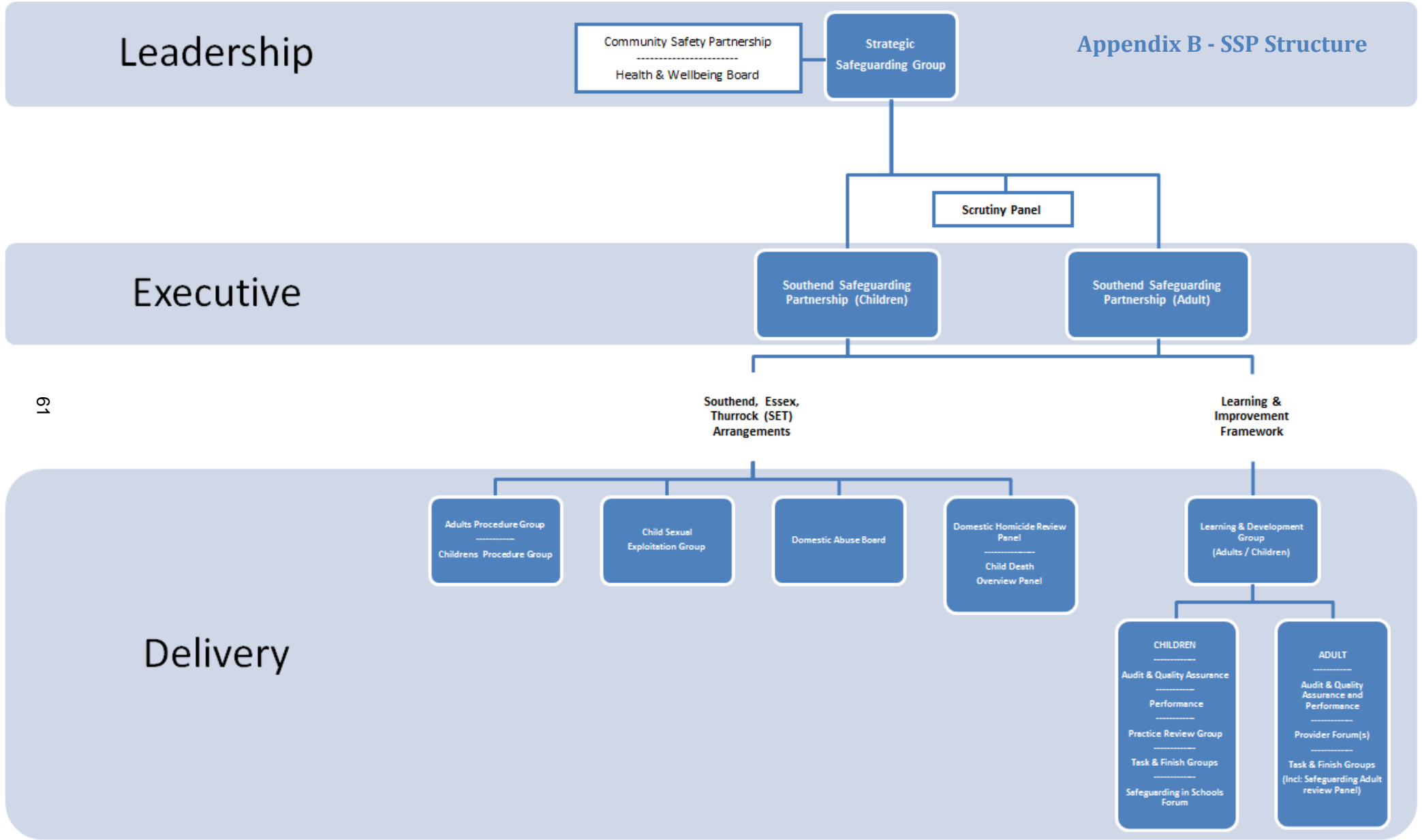
- Strategic Child Death overview Panel*
- SET Domestic Homicide Group*
- SET Procedures Group*
- SET CSE Strategic Group*
- SET Domestic Abuse Board*

*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



61

Delivery

Executive

Leadership

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.

Contents

Strategy	2
Background.....	2
WT 2018 Changes	3
Safeguarding Partners and Local Safeguarding Children Boards	3
Child Safeguarding Practice Review Panel	3
Child Death Reviews	4
People in Positions of Trust	4
When do the WT 2018 changes come into effect?.....	4
Who is this relevant to?.....	4
Objective	4
Target Groups.....	5
Key Messages	5
Quick Reference Message	5
Communications Outcomes	5
Activity.....	6
Appendix A – Safeguarding Southend – Structure Chart.....	8

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.

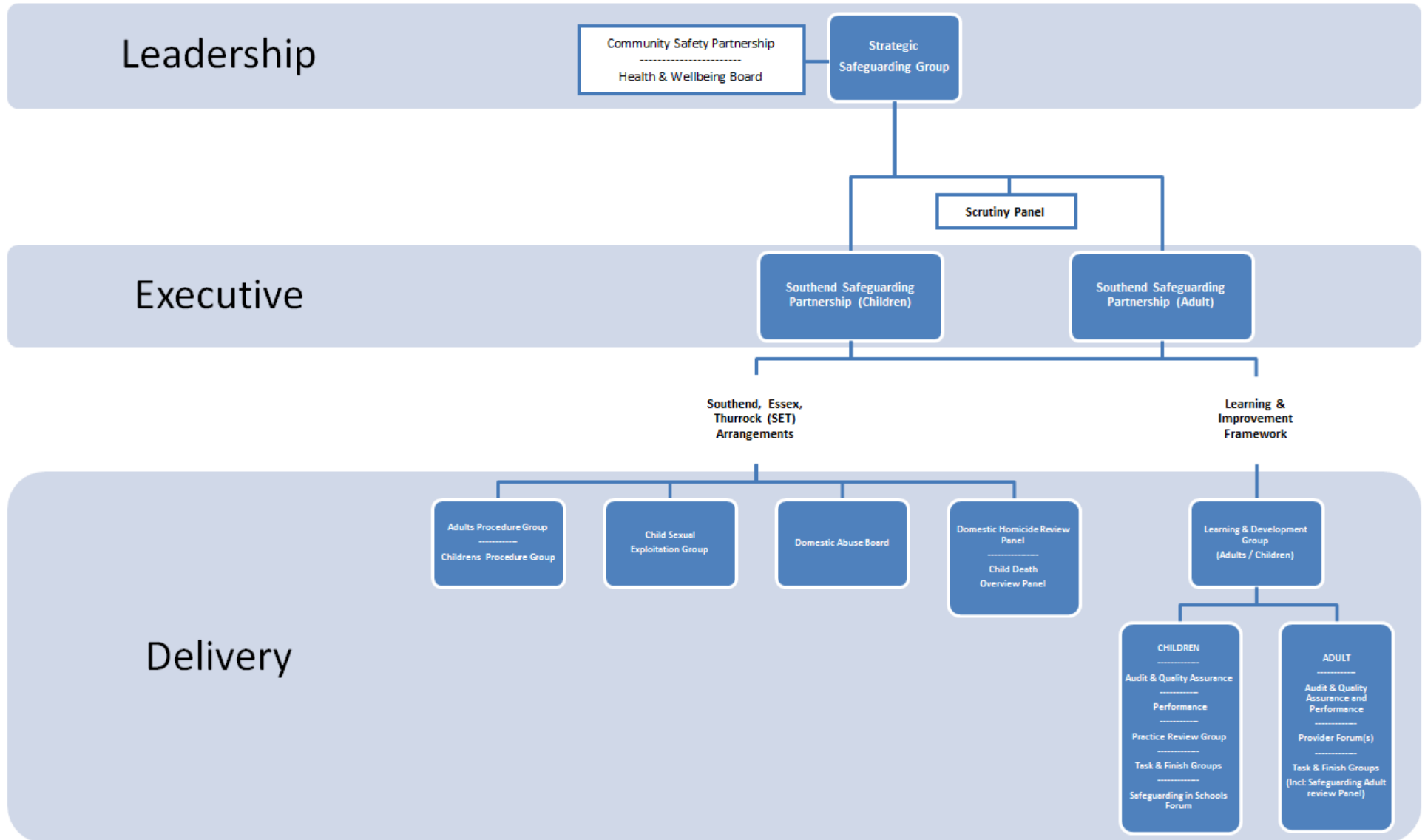
Activity

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



77



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.

Contents

Partners	2
Geographic Area of Partnership	2
The Roles of Partners.....	2
Contributions.....	2
Reporting and Published Arrangements.....	3
Date	3
Termination/Breach Provisions	3
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



This page is intentionally left blank

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.

This page is intentionally left blank

Director of Public Health Annual Report 2018-19



© Crown copyright and database right, 2019 Ordnance Survey 100013660
Contains National Statistics data © Crown copyright and database rights 2019
Operational Performance & Intelligence Team – Southend-on-Sea Borough Council
Scale 1:55,194

Director of Public Health

Foreword	4
Introduction.....	5
The Health of Southend’s population	6
<i>Population size</i>	6
<i>Ethnicity</i>	6
<i>Deprivation</i>	7
<i>Risk Factors</i>	8
<i>Prevalence of certain conditions</i>	11
<i>Life Expectancy</i>	12
<i>Educational Achievements</i>	12
<i>Health Protection</i>	13
<i>Mental health</i>	14
Cardiovascular Conditions and Diabetes	15
<i>Epidemiology and risk factors</i>	15
<i>Prevention planning</i>	16
Community Safety and Resilience	17
<i>Violence, Criminality and Young People</i>	17
<i>Teenage conceptions & Support</i>	19
Infrastructure planning.....	20
<i>Local planning, Housing and Health & Wellbeing</i>	20
<i>Local assets</i>	23
<i>Active travel – changing mind sets</i>	24
Recommendations.....	25
Appendices.....	26
A: Southend 2050	26
B: Detailed Ethnicity.....	27

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).



The Health of Southend's population

Population size

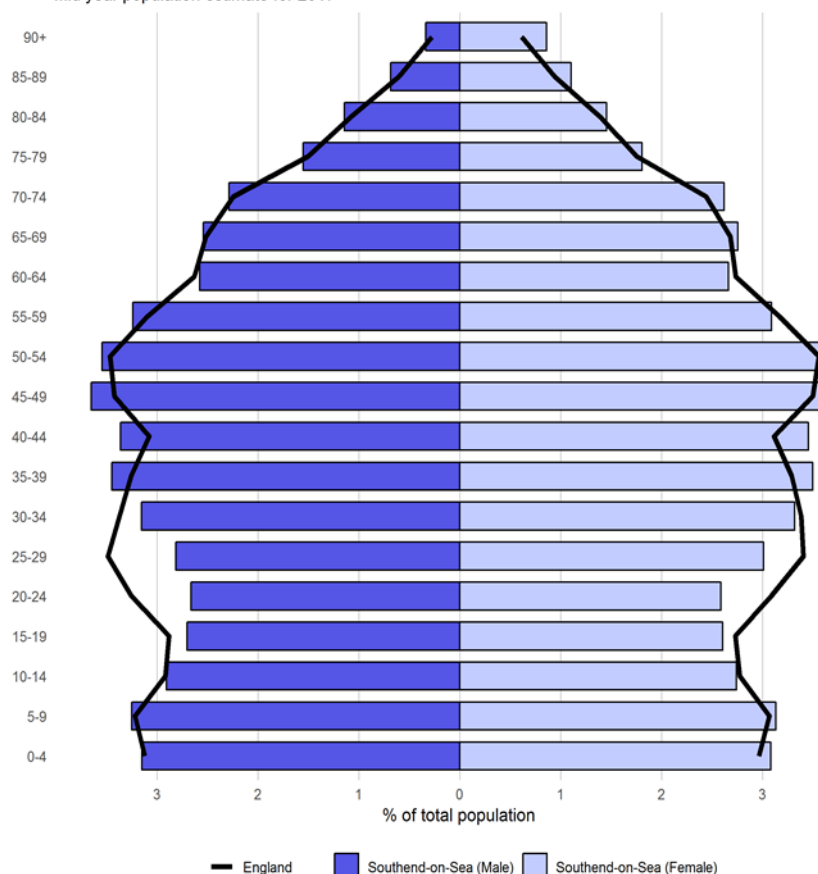
Since 2001, Southend-on-Sea's population has grown from 160,362 to 179,799. This is a growth rate of 12% which broadly matches the rate for England.

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

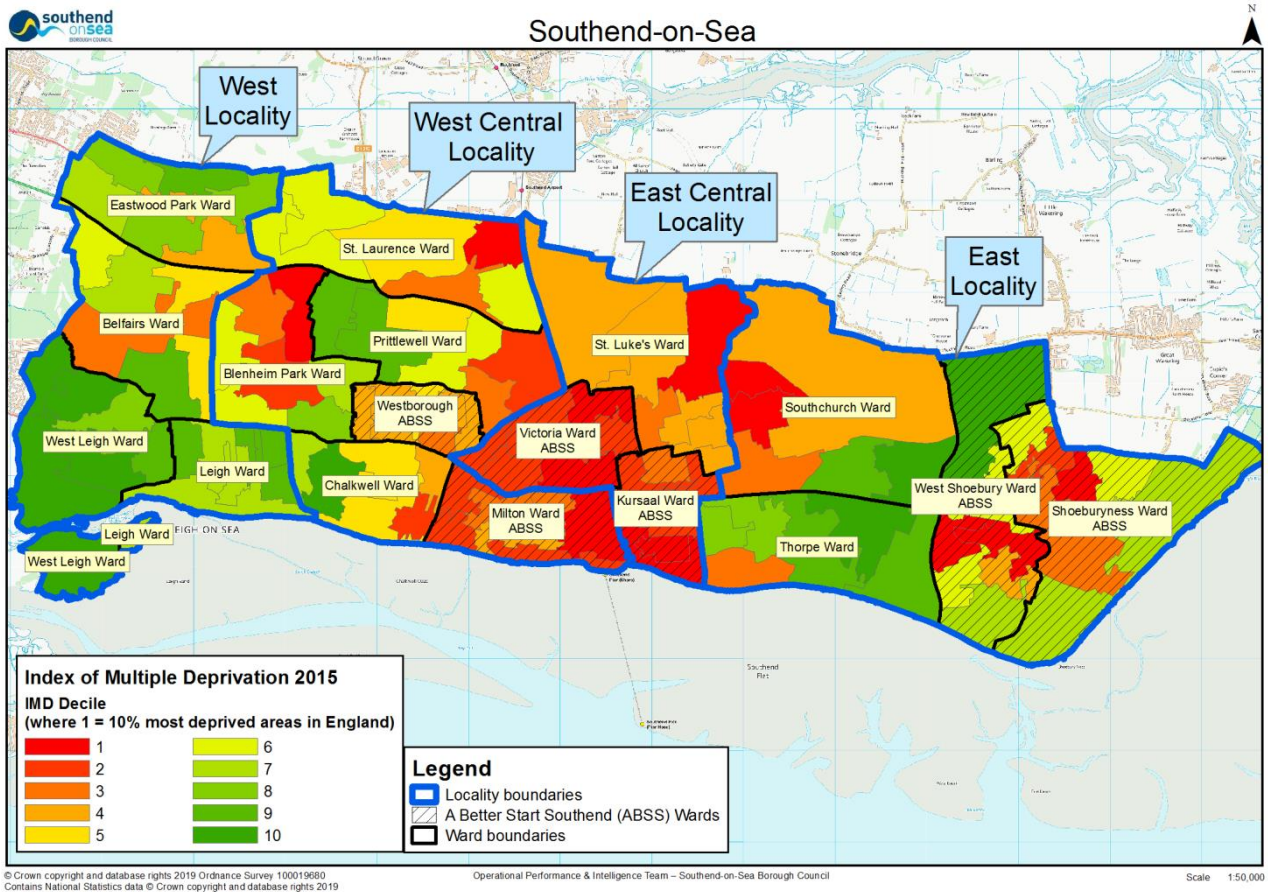
	Southend (%)	East of England Region (%)	England (%)
White	91.6%	90.8%	85.4%
Mixed/multiple ethnic groups	2.1%	1.9%	2.3%
Asian/Asian British	3.7%	4.8%	7.8%
Black/African/Caribbean/Black British	2.1%	2.0%	3.5%
Other ethnic group	0.5%	0.5%	1.0%

See **Appendix B** for detailed ethnicity breakdown

Source: 2011 Census, via Nomis⁵

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

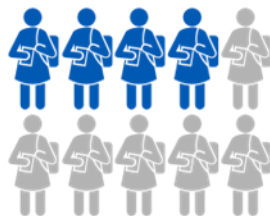
Deprivation



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

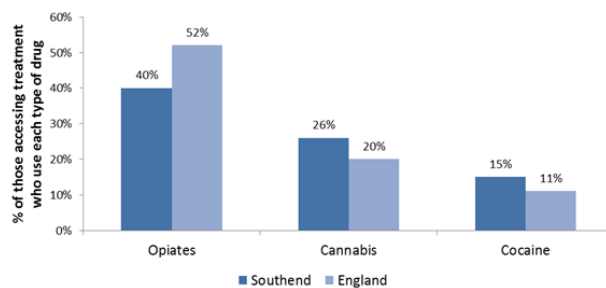


Their alcohol dependence affects approximately 800 children

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



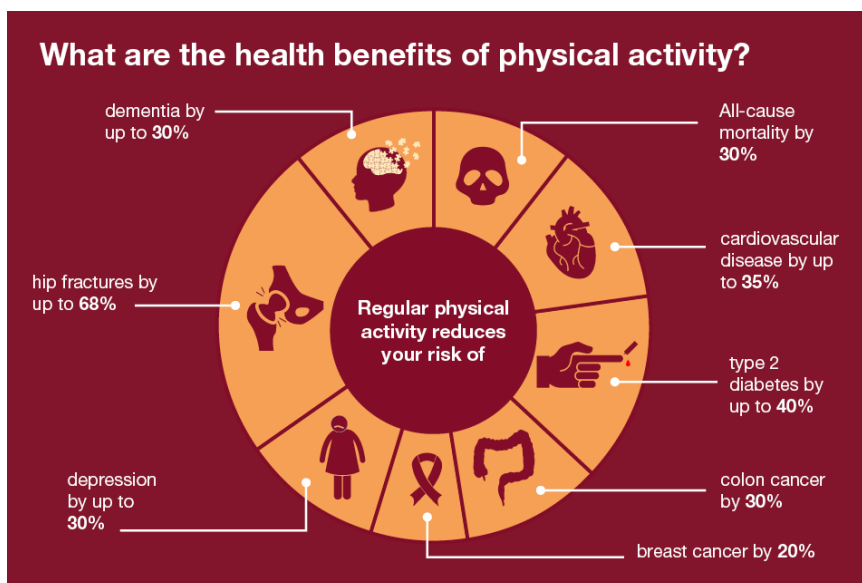
Problem gambling

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

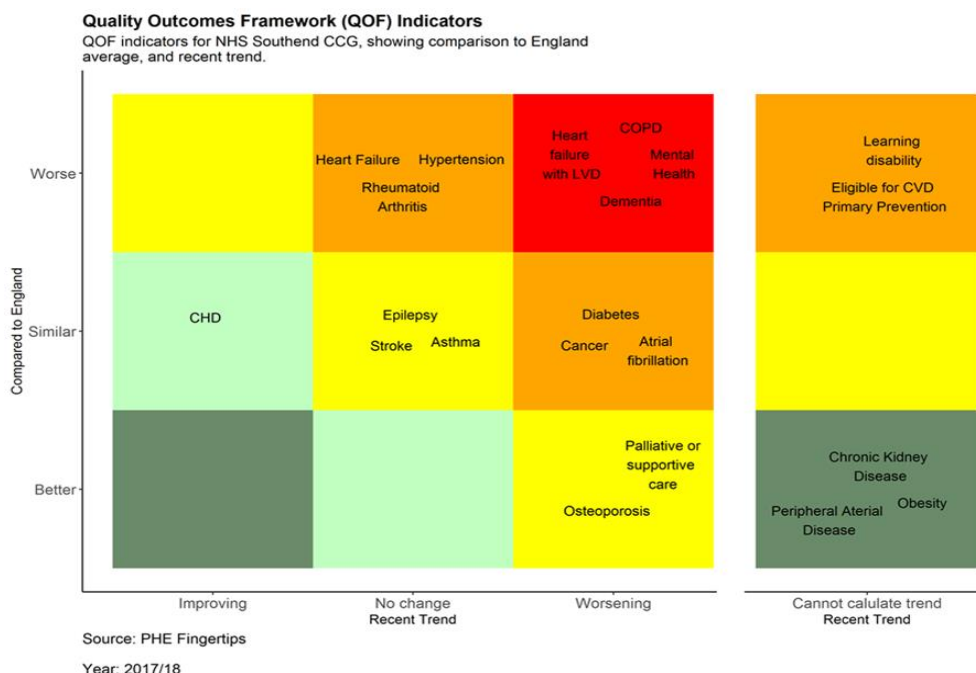
Prevalence of certain conditions

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, Criminality 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.

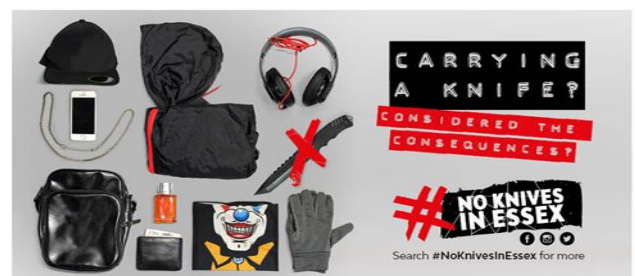
The key approaches noted for reducing demand for recreational drugs in the borough are:

- 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

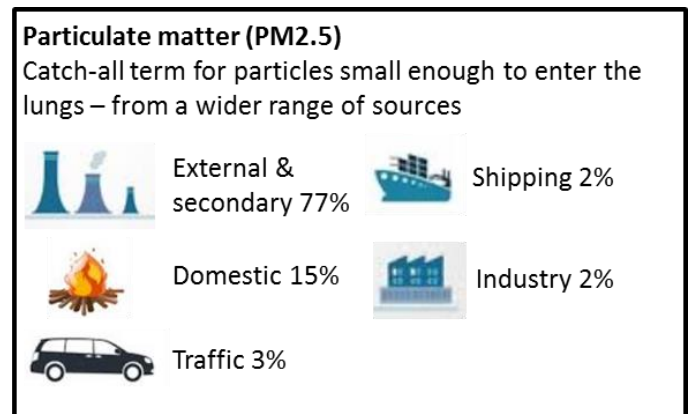
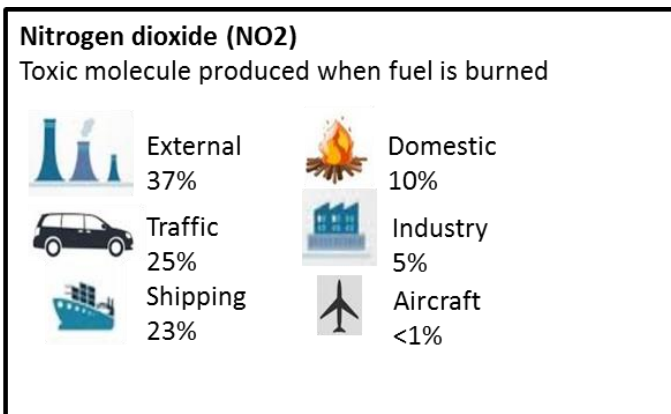


Air pollution increases the risk of respiratory illnesses, heart disease and lung cancer. There is growing evidence that outdoor pollutants are causing an increase in lung cancer and further exacerbating respiratory functions¹¹. The biggest locally-controllable source of PM2.5 air pollution is **domestic 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

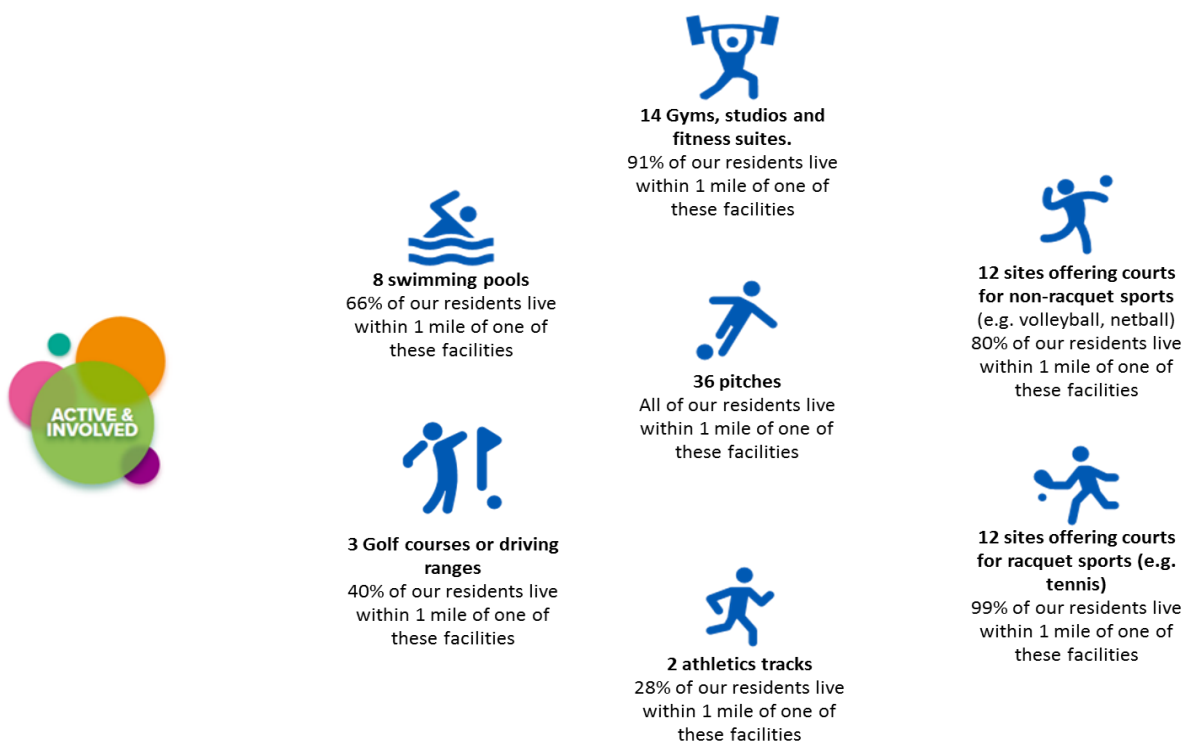


¹¹ <https://journals.sagepub.com/doi/abs/10.1177/0141076819843654?journalCode=jrsb&>

Local assets

[Link to the Community Assets map¹²](#)

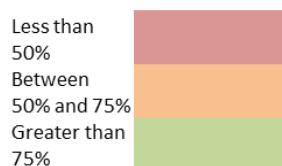
Sports facilities open to the public, and those schools offering some public access¹³



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



**PRIDE
& JOY**

There is a tangible sense of pride in the place and local people are actively, and knowledgeably 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.



**SAFE
& WELL**

People in all parts of the borough feel safe and secure at all times. Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

We are well on our way to ensuring that everyone has a home that meets their needs.

We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport, and recycling.



**ACTIVE
& INVOLVED**

Even more Southenders agree that people from different backgrounds are valued and get on well together.

The benefits of community connection are evident as more people come together to help, support and spend time with each other.

Public services are routinely designed, and sometimes delivered, with their users to best meet their needs.

A range of initiatives help communities come together to enhance their neighbourhood and environment.

More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.



**OPPORTUNITY
& PROSPERITY**

The local plan is setting an exciting planning framework for the Borough.

We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.

Our children are school and life ready and our workforce is skilled and job ready.

Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.

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



**CONNECTED
& SMART**

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

People have a wide choice of transport options.

We are leading the way in making public and private travel smart, clean and green.

Southend is a leading digital city with world class infrastructure.

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

This page is intentionally left blank

Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

25th June 2019

Agenda
Item No.

9

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.
122 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 3.10 124	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%
126 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 5.5 127	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).
128 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 2.2 129	% 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.
131 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.
132 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%	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.
134 CP 4.10	Rate of households in temporary accommodation (TA) per 1,000 households [Cumulative YTD]	-	75	140	2.23	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.

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.
135 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.

This page is intentionally left blank

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.

10

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

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+

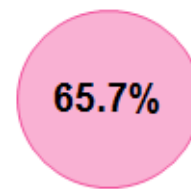


March 2019
Actual: 686.8
Target: 631

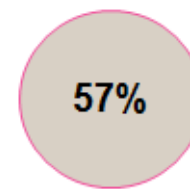


2017/18
Actual: 597.3
Target: 631

Adults accessing mental health services living independently



Southend
(March 2019)



England average
(2017/18)

Key insights:

- XXX
- XXX
- XXX
- XXX

141

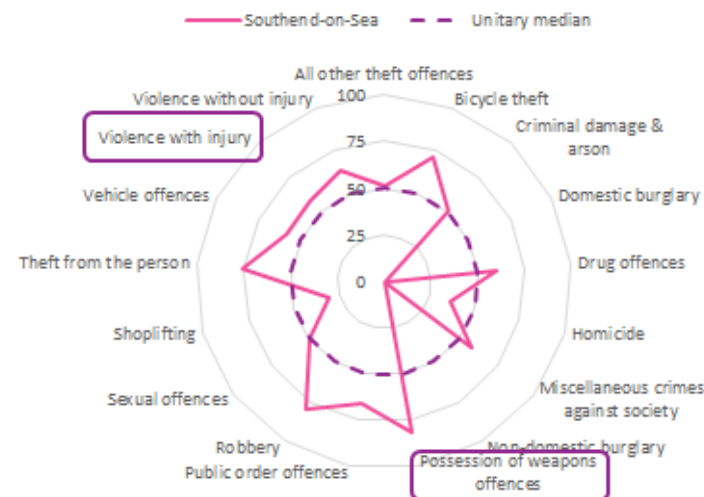
Looked After Children



LAC Change
2014/15 –
March 2019

Incidents of Crime

per 10,000 population



Homelessness

per 10,000 population



Homelessness

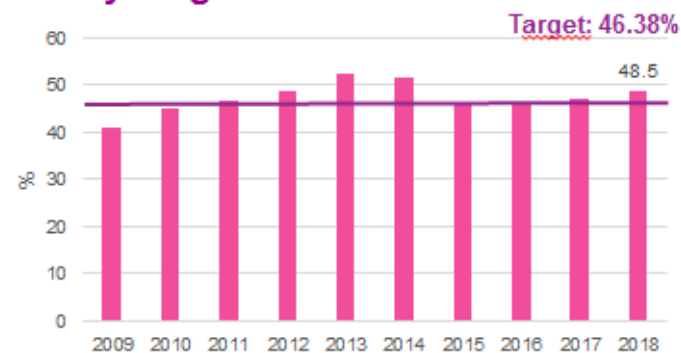
Actual: 2.23
Target: 3.19



Children in temporary accommodation

Actual: 1.5
Target: 0.8

Recycling rate





Quarter 1: Update

Future milestones

Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk
To
Cabinet
On
25 June 2019

Agenda
Item No.

11

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.

Version: V1

Further information: andrewbarnes@southend.gov.uk (01702) 215802

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

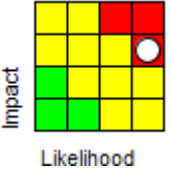

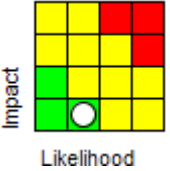


Appendix 2



Generated on: 24 May 2019



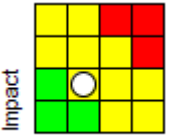





Risk Title	1. Council Budget/Financial Sustainability							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1819CRR01	Risk that failure to manage the short term budget gap and growing demand 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>				

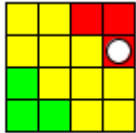
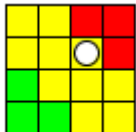

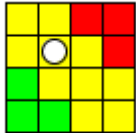

Risk Title		2. Recruiting and retaining staff						
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1819CRR02	Risk that the Council will not have the appropriate staffing resources, with 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.				


1819CRA02 04	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.				
1819CRA02 05	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	 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 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	 Likelihood


1819CRA03 02	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.				
1819CRA03 03 154	Work with Mid and South Essex health and social care partners to develop a multi-year Sustainability and Transformation Plan (STP)	Simon Leftley	31-Mar-2019	Quarter 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. 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.				
1819CRA03 04	Ensure the on-going sustainability of the BEST (Business Essex Southend & Thurrock) Growth Hub within the LEP umbrella through delivery of South East Business Boost and planning for longer term funding and operation.	Emma Cooney	31-Mar-2019	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.				

1819CRA03 05	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.	✓			
1819CRA03 06 155	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
1. Control: Core Strategy and Local Development Plan in place Assurance: Strategy documents 2. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes 3. Control: Housing Strategy Assurance: Documents 4. Control: Housing Working Party; Assurance: Reports and minutes of meetings						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	Impact Likelihood
1819CRR05	Risk that failure to maintain levels of access to regeneration funding opportunities will significantly restrict future infrastructure improvements in the borough	Andrew Lewis	Strategic	Financial	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
1. Control: Highway/Footpath Assets Management inventory in place Assurance: Reports 2. Control: Monthly progress reported to DMT and senior managers Assurance: Reports/Minutes 3. Control: Regular reporting to Corporate Management Team Assurance: Reports/Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes						
Stage 3 - Further actions to reduce the risk (target risk)						
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score
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 Impact Likelihood
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	
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	
1. Control: School Places working party Assurance: minutes 2. Control: Archive of cabinet and Council decisions Assurance: minutes 3. Control: Correspondence between stakeholders, schools, Academy trusts, Local MPs, Ministers Assurance: correspondence 4. Control: Weekly report on progress from Learning to Executive Councillor Assurance: note of actions					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
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
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.	✓	

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.				
-----------------	---	-------------	-------------	--	---	--	--	--


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 increases	Simon Leftley	Strategic	Financial, 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: South East Essex Locality Partnership. Assurance: Reports/Meeting Minutes.</p> <p>2. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes.</p> <p>3. Control: Locality Transformation Group. Assurance: Reports/Meeting Minutes.</p> <p>4. Control: Corporate Management Team. Assurance: Reports/Meeting Minutes.</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	Impact	Likelihood
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		


				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.				




1819CRA08 03	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.				
1819CRA08 04	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.				
165								
1819CRA08 05	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.				


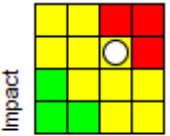
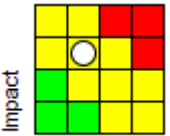
Risk Title	9. Children's Services Improvement Plan						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		
1819CRR09	Risk that the actions and expected outcomes from the Children's Services Improvement Plan 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

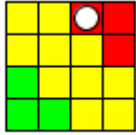
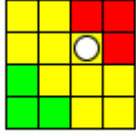
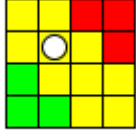
<p>167 1819CRA09 02</p>	<p>Embed the new Edge of Care Team, to support those children at risk of entering, or re-entering, the care system (particularly older children at risk from the breakdown of foster care placements.</p>	<p>John O'Loughlin</p>	<p>31-Mar-2019</p>	<p>Quarter 4 update for Edge of Care</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>			
---------------------------------	---	------------------------	--------------------	--	--	--	--	--


168				<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>			

169				<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		 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		 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	 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		 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: 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		 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	
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	 Likelihood
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						
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.	✓		

1819CRA12 03	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.				
-----------------	---	----------------	-------------	--	---	--	--	--

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.	✓		

This page is intentionally left blank

Southend-on-Sea Borough Council

Report of Strategic Director (Finance and Resources)
to
Cabinet

on
25 June 2019

Agenda
Item No.

12

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

This page is intentionally left blank

**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 Teksol Kenway 1500468FULM - highway	(2)	S106 funding to span several financial years
S106 Teksol 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)

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	

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	

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	

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

This page is intentionally left blank

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
			-	-	-	-	-	-	-

This page is intentionally left blank

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	-	-	-

This page is intentionally left blank

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

This page is intentionally left blank

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

This page is intentionally left blank

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

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
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

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
Porters 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

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

²²**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

This page is intentionally left blank



**Community Infrastructure Levy (CIL)
Annual Financial Report
Financial Year 2018/19**

Contents

1. Introduction	Page 2
2. CIL Funding Summary	Page 3
3. Table 1: CIL Financial Summary	Page 3
Annexure 1: Leigh-on-Sea Town Council CIL Annual Report 2017/18	Page 8

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 [funding not required – to be allocated to alternative project] 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) [not proceeded with due to feasibility issues – to be allocated to alternative project] 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

71-73 Elm Road, Leigh-on-Sea, Essex SS9 1SP - Tel: 01702 716288
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.

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.

3. The Strategic Director (Finance & Resources) authorised:

- 3.1 99 Richmond Avenue, Southend on Sea, Essex SS3 9LE
The acquisition of the freehold interest in 99 Richmond Avenue, Shoeburyness, SS3 9LE into the Council's Housing Revenue Account for general housing stock for the sum detailed on the confidential sheet.

4. The Strategic Director (Transformation) authorised:

- 4.1 Provision of Passenger Transport
The Council have agreed to form a Joint Venture partnership with London Hire for the provision of passenger transport. (This is a statutory service for home to school and vulnerable adults.) This arrangement will be effective from 1st January 2020. Contracts with current providers are due to expire in July 2019. In order to safeguard the service to end users during the transitional period and to comply with the Council's statutory obligations it was necessary to agree an urgent extension to these contracts.

This page is intentionally left blank

Southend-on-Sea Borough Council

Agenda
Item No.

14

Report of Deputy Chief Executive (People)

to

People Scrutiny

on

9th July 2019

Report prepared by: Amanda Champ, Head of School
Performance & Provision Services

Schools Progress Report

People Scrutiny Committee – Cabinet Member: Councillor Anne Jones

1. Purpose of Report

To inform Members of the current position with regard to the performance of all schools, including those schools causing concern, and to update on known Academy developments.

2. Recommendations

For People Scrutiny to note and approve the information in this report

It should be noted that several of the initiatives outlined below are a direct implementation of the 2019-20 2050 Outcome Delivery Plan for Opportunity and Prosperity, readiness for school and work.

3. Background

Ofsted Inspections

There have been five OFSTED inspections since the last schools progress report.

Southend YMCA community school received a short inspection on 28th of February 2019. The inspection report which was published on March 28th found the school to be good.

Darlinghurst Academy was inspected on the 6th and 7th June 2019.

Thorpedene was inspected on 27th June 2019.

Blenheim and Hamstel Junior School were inspected on 28th June 2019.

None of these reports have been published at the time of writing and, as such, are not in the public domain.

Scrutiny committee will be updated as to the current situation on 9th July, including the published MPR % pupils attending Good or Outstanding schools.

Academy conversions

From 1st of May 2019 Cecil Jones has been formally re-brokered from LEGRA Multi Academy Trust to Loxford Multi Academy Trust, following intervention by the Regional Schools Commissioner. Loxford Multi Academy Trust had been undertaking due diligence and work to ensure smooth transfer since first of January 2019, and working very closely with Local Authority Officers.

Young people not in employment education or training (NEET) and unknown

NEET/ Not Known combined

For May 2019 our **combined NEET and Not Known figure was 3.7%**, this is the first time the authority has moved into the 1st quintile for this measurement. When compared to May 2018, our figure was 8.0% and we were in the 5th quintile. The improvement over this past year to this point is extremely significant.

Not Known

For May 2019 our NK figure was **1.3%**, this is a staggering improvement on May 2018 where our figure was **5.7%** putting the Council in the 5th quintile, we are now in the 2nd for this individual measure. This improvement is even more impressive due to the sustained low level of NEETs from May 2018, we would usually expect a rise in NEETs as the NK's decrease.

SEN

Southend's rank out of 152 authorities in SEN participation (The percentage of young people aged 16-17 with an SEN that are participating in Education and Training) has continually improved over the past 3 years, from 87th in 2017, to 44th in 2018 and finally just 4th in 2019. We are also ranked 1st on SEN unknowns which is a vast improvement on May 2018 where we ranked 134th.

Y12/13 Looked after/in care:

May 18: 24.2% NEET, 3% Not Known (out of a cohort of 33)

May 19: 20.5% NEET, 0% Not Known (out of a cohort of 39)

Outcomes for Southend's looked after children have improved since May 2018 when 27% were NEET or Not Known (meaning that 73% were in employment, education or training), compared to 20.5% in May 2019. This means that we currently have 79.5% of our Y12/13 Looked after or in care young people in employment, education or training. No national LA data is published for this measure so benchmarking is not possible.

ISOS

The Council has commissioned a national research partnership, ISOS, to undertake a major piece of work on inclusion in our schools. ISOS have conducted similar work at national and local level. They will undertake visits to schools and colleges, speak with pupils and parents concerning their experiences of "inclusion", in effect answering the question "are the right children receiving the right education in the right school?" This agenda will allow

members to consider the degree to which all schools share a collective purpose for the education of all learners in the Borough rather than those only at their own school, and fits well with the new OFSTED framework due to be implemented in September. The full report will be available to members towards the end of the Autumn Term 2019.

Three Secondary School Project

Council previously approve one off expenditure to support the three vulnerable secondary schools in their journey to become good. Following a meeting between officers, the Headteachers and their Trusts, which was also attended by the Regional Schools Commissioner, funding of £100K will allocated according to the particular focus of each school that would move them closer to Good. Whilst all three schools are academies, and therefore responsible for their own school improvement, it is both unusual and brave of the Council to directly support their improvement. In doing so, the Council has shown its determination to ensure that over time all schools are Good or Outstanding.

Each of the three schools has submitted a costed plan articulating both how they intend to use the funding, and importantly how the impact on their improvement will be measured. Due to the timing of OFSTED inspections, it is not likely that any of the three schools will be inspected this financial year.

4. Other Options

N/A

5. Reasons for Recommendations

N/A

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The Schools Progress report links directly to the following Southend 2050 ambition themes and outcomes:

Pride and Joy

- There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea

Safe and Well

- People in all parts of the Borough feel safe and secure
- Southenders agree that people from different backgrounds are valued and get on well together
- The benefits of community connection are evident as more people come together to help, support and spend time with each other

Opportunity and Prosperity

- Our children are school and life ready and our workforce is skilled and job ready.

- In addition, this report contributes to the Council's stated ambition that all schools will be good or outstanding.

6.2 Financial Implications

The work currently undertaken by school improvement is covered by the core staffing budget and the SLAs with the teaching schools namely the primary teaching school alliance and SETSA

6.3 Legal Implications

none

6.4 People Implications

none

6.5 Property Implications

none

6.6 Consultation

N/A

6.7 Equalities and Diversity Implications

Equality impact assessments have been completed for both major strategies that link to this progress report, namely the grammar school strategy and the pupil premium strategy.

6.8 Risk Assessment

N/A

6.9 Value for Money

N/A

6.10 Community Safety Implications

N/A

6.11 Environmental Impact

N/A

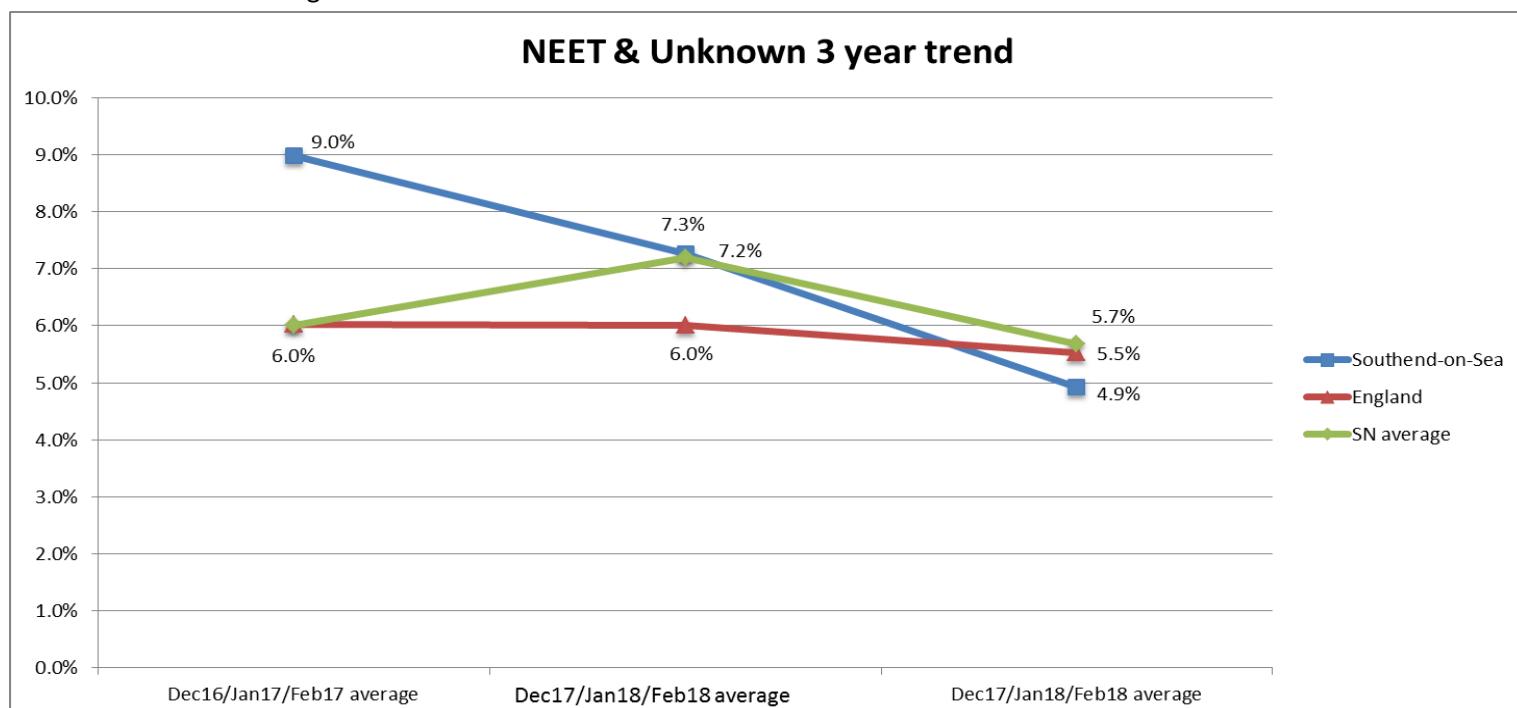
7. Background Papers

No additional back ground papers have been used to prepare this document. This report does take account of OFSTED inspection reports published by Ofsted which can be found at <https://www.gov.uk/government/organisations/ofsted>

8. Appendices

Number and proportion of 16 and 17 year olds not in education, employment or training (NEET) or whose activity is not known for Southend and Nationally

	Dec16/Jan17/F eb17 average		Dec17/Jan18/F eb18 average		Dec18/Jan19/F eb19 average	
Southend-on-Sea	350	9.0%	280	7.3%	190	4.9%
England	69,540	6.0%	68,070	6.0%	61,830	5.5%
SN average	541	6.0%	584	7.2%	502	5.7%



This page is intentionally left blank

Southend-on-Sea Borough Council

Agenda
Item No.

15

Report of Strategic Director
(Legal and Democratic Services)

To

People Scrutiny Committee

On

9th July 2019

Report prepared by: Fiona Abbott

Scrutiny Committee - updates

Part 1 (Public Agenda Item)

1. Purpose of Report

To update the Committee on a number of scrutiny matters.

2. Recommendations

2.1 That the report and any actions taken be noted.

3. Remit of the People Scrutiny Committee

3.1 The Scrutiny Committee is responsible for the following areas:

- All Child and Adult Education
- Youth Services
- Children's Social Services
- Adult Social Services
- Public Health
- Commissioning/Procurement for Children, Adults and Public Health, and
- Health scrutiny role (conferred by the Health & Social Care Act 2012)

Membership of the Committee also includes the statutory co-optees and other co-optees.

3.2 A Briefing Paper providing information specifically on health scrutiny and the health system locally has recently been sent to members of the Committee. Elsewhere on the agenda for this meeting is information on the range of work undertaken by the Scrutiny Committees during 2018/19.

4. Quality Report / Account – 1st April 2018 – 31st March 2019

4.1 At the April meeting of the Committee, members of the Committee were advised about the arrangements for the receipt of the draft Quality Account from Essex Partnership University NHS Foundation Trust (EPUT) and Southend Hospital (Minute 853 refers). At the meeting, the Committee agreed that the documents would be circulated to Committee members for any comments and for a submission to be sent to the Trusts in the time frame.

4.2 Submissions were sent to the Trusts on 9th May and 17th May 2019 respectively and are detailed at **Appendix 1**.

4.3 It should be noted that the documents are sent to us, within statutory timescales when there are no meetings scheduled and are also submitted during the election period leading up to the local elections in early May 2019. The Committee is asked to note the Quality Accounts received for comments and how these were dealt with.

4. Scrutiny arrangements for the proposed move of site for Moorfields Eye Hospital

4.1 At the April meeting of the Committee, members were advised about the scrutiny arrangements for the proposed move of site for Moorfields Hospital and that as the proposals is not contentious, it would be applicable for the Joint Health Overview and Scrutiny Committee (Joint HOSC) for North Central London to manage the scrutiny process on behalf of Southend (Minute 853 refers).

4.2 The proposal is to relocate all the services currently provided at Moorfields' City Road site in Islington, London (along with the UCL Institute of Ophthalmology and Moorfields Eye Charity) to a brand new integrated, purpose-built hospital on land that has become available at the St Pancras Hospital site in Camden, London (subject to public consultation).

4.3 Regular updates / briefing on the proposals has been requested, together with information on the arrangements for public consultation and how local people can respond if they so wish and how respective local Healthwatch bodies will be involved. Further information about the public consultation has recently been circulated to the Committee. The public consultation runs from 24th May 2019 to 16th September 2019¹.

5. Mid & South Essex Sustainability and Transformation Partnership (STP) referral to the Secretary of State for Health and Social Care

5.1 In early March officers contacted the Department of Health and Social Care for an update on the Council's referral to the Secretary of State. We were advised that the referral is still with Minister for consideration and as the Thurrock HOSC referral relates to the same STP, the 2 referrals have been sent to Ministers together.

5.2 On 6th June 2019 the Secretary of State for Health and Social Care advised the Chair that he has written to the Independent Reconfiguration Panel (IRP) requesting that the Panel review both the Thurrock and Southend referrals and to send a response back to the Secretary of State by 19th July 2019. The Secretary of State has noted that the IRP may well advise that a full review of the Mid and South Essex STP is necessary.

5.3 On 14th June 2019, Clare Panniker, Chief Executive of Mid and South Essex University Hospitals (MSB) Group circulated a stakeholder briefing outlining the Group's intention to continue with the mobilisation of the STP plan. The Scrutiny Committee were advised on 18th June - see **Appendix 2**. On 21st June, a brief

¹ The consultation website is <http://oriel-london.org.uk/consultation-documents/>

summary in relation to the changes, prepared by Tom Abell, Deputy Chief Executive, MSB Group, was circulated to the Committee. A south east Essex specific briefing is attached at **Appendix 3**.

- 5.4 The Chair of the Committee also wrote to Clare Panniker on 21st June, inviting her to discuss the contents of the briefing and explore the implications. The Chair will provide an update at the Scrutiny Committee meeting.

6. Other issues

- 6.1 Briefing regarding Shoebury practices merger – on 18th June 2019 the CCG advised the Chair about the merger of Dr Marasco and North Road Shoebury Surgery (Dr Moss). The 2 practices will merge together on 9th July to become a single provider delivery services from a single site at North Shoebury (North Shoebury Surgery, 1 Frobisher Way, SS3 8UT), which is a purpose built medical facility. The Scrutiny Committee and ward Councillors were advised about the change the same week.
- 6.2 Children’s Services Improvement Plan Scrutiny Panel – the Committee will recall that the Scrutiny Panel was established in late 2016 to help provide additional challenge to the implementation of the Children’s Services action plan. At the Council meeting on 3rd June, the following were appointed to the Panel - Councillors Dear, walker, Burton, Nevin, Shead and Hooper. The Panel has now met on 12 occasions with the most recent meeting taking place on 14th March 2019. A further meeting will be held on 22nd July 2019.

7. Corporate Implications

- 7.1 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.
- 7.2 Financial Implications - there are no financial implications arising from the contents of the report. The cost of any Joint Scrutiny Committee work can be met from existing resources.
- 7.3 Legal Implications - the Scrutiny Committee exercises the health scrutiny function as set out in relevant legislation. Where an NHS body consults more than one local authority on a proposal for substantial development of the health service or a substantial variation in the provision of such a service, those authorities are required to appoint a Joint Scrutiny Committee for the purposes of the consultation.
- 7.4 People Implications – none.
- 7.5 Property Implications – none.
- 7.6 Consultation – as described in report.
- 7.7 Equalities and Diversity Implications – none.
- 7.8 Risk Assessment – none.

8. Background Papers

- Email circulating Health Briefing
- Emails regarding Quality Accounts; letter from EPUT regarding Quality Account / Report process

- Email correspondence regarding Shoebury practices merger

9. Appendices

Appendix 1 – submissions to EPUT and Hospital Trust

Appendix 2 – stakeholder letter dated 14th June 2019

Appendix 3 – summary briefing

Hospital Trust Quality Report / Account 2018/19 Response submitted on 9th May 2019

“The draft Quality Report / Account has been shared with the Chairman, Councillors and co-opted members of the People Scrutiny Committee at Southend-on-Sea Borough Council, which is the health scrutiny committee. Set out below is the response:-

1. The Committee is pleased to see what has been achieved in improving quality standards, however there are still improvements that can be made. Pressure on services with increased demand, high level of emergency attendances, high patient acuity and vacancies is impacting on ability to deliver these improvements, however learning through audit, staff survey, patient family and friends test and complaints, sharing that learning, has enabled the Hospital to continue to move forward.
2. The report highlights a number of concerns:-
 - Acute adults Ward sepsis assessment to treatment is lower than ED compliance
 - Breaches peak in November / December - why is this?
 - The percentage of pressure ulcers with lapses in care against admissions has increased during the year, this may be due to reporting, but is also lack of basic nursing care
 - Poor communication, especially around treatment plans and discharge, waiting for beds and waiting for treatment/discharge from hospital
 - HCA recruitment due to the number of staff leaving soon after commencement of employment
 - Delay commencing a pump after it has been prescribed. Also noted in the report are that pumps are routinely not locked, could be interfered with, or leant on
 - Cdiff worse than national average
 - Mortality rates slow to improve
3. The report seems to suggest that ‘all is well’ which isn’t the view expressed to members by some residents.
4. There seems to be no mention about the stroke unit or the successful loan of the mobile stroke unit which is somewhat surprising.
5. Referring to the Table 48 on page 46 of the report – the Committee is pleased to see Safe Care being deployed, which should improve CHPPD and patient outcomes, especially as “Reported Falls” seem to be getting worse. Although high incident reporting rate can reflect the safety culture, this appears to be significantly rising during 1 quarter of the year. This should help not only incidents of falls, but also pressure ulcer care and sepsis assessments.
6. Can the Committee have an update as to why suitable funding was not achieved for the ward accreditation scheme, as it is part of a package of improvement measures shown to work across NHS? (refer to page 10 of the draft report).

7. Also of concern is the Table on page 49 of the report and to Clinical standard 2 and to clinical standard 6 not being met.
8. Referring to page 17 of the report and specifically to the areas of concern identified - *gynaecology and endoscopy* – it is suggested that synchronising your e-job planning into e-Rostering system for Gastro Consultants, or just having oversight/visibility of manually built activities in e-rostering in Activity Manager, will help Clinic schedulers in Endoscopy to better manage the patient schedule, as will clinic cancellation notifications.
9. The Committee notes that there was a reduction in the number of patients recruited during the year due to the closure of particular studies in 2017/18 that were high recruiting and easy to recruit to studies. The Committee hopes this will not affect retention of R&D staff and funding.
10. The Committee notes that Healthwatch Southend did not provide comments on the previous year's report."

**EPUT Quality Report / Account 2018/19
Response submitted on 17th May 2019**

"The draft Quality Report / Account has been shared with the Chair, Councillors and co-opted members of the People Scrutiny Committee at Southend-on-Sea Borough Council, which is the health scrutiny committee. No comments were received. This should in no way be taken as a negative response.

Officers from the Trust attended the Scrutiny Committee meeting in October 2018 and Councillors scrutinised the issues concerning the relocation of the intermediate care beds to facilitate the St Luke's Primary Care Centre development and the recommendations relating to adult mental health beds. The Committee did not reach a specific conclusion and a number of concerns were raised which were addressed in the report considered at the Full Council meeting on 18th October 2018. At that meeting the Council resolved to support:-

- (a) *the creation of an additional 15-20 adult inpatient beds, to reduce the need for Southend residents having to be placed out of area;*
- (b) *the request from Southend Clinical Commissioning Group (SCCG) and Essex Partnership University NHS Foundation Trust (EPUT) to defer consultation due to patient and staff safety issues, until the point of determining permanent moves;*
- (c) *the establishment of a clinical group with the appropriate staff side representation to review and lead changes to enhance inpatient and community treatment, care and support going forward. This will include reviewing the options to bringing the Older People Organic Assessment beds back into South East Essex, with recommendations being completed by August 2019.*

The Scrutiny Committee looks forward to the continued discussions with the Trust on this matter and will scrutinise the options and recommendations at the appropriate juncture."

Office of the Chief Executive

01268 524900
clare.panniker@btuh.nhs.uk

14 June 2019

Dear Colleague

We have been waiting for some time for news on the referrals that Southend and Thurrock councils made to the Secretary of State on our plans to bring some of our clinical services together.

The Secretary of State has now asked the Independent Reconfiguration Panel to give initial advice on these changes which we hope they will provide over the summer.

We have always maintained that our plans are the right thing for our patients, but recognise that there has been concern expressed by two of our local authorities. This has been frustrating for our staff who have been unable to deliver the benefits these changes will bring to our communities.

Due to the time it takes to bring about service changes, we decided at our board meeting yesterday to continue the mobilisation of our planned first phase changes for vascular, urology, radiology and orthopaedic services. We will then be in the position to implement these changes this autumn to improve care and services for our patients. The Board will then look at the detailed plan and make a final decision on implementation in September.

For example, at the moment a Southend patient needing urgent vascular care could be transferred to Harlow, Broomfield or Basildon for treatment. With a consolidated service, and a dedicated vascular ward with 24/7 consultant cover and specialist staff, they will be able to stay in mid and South Essex for expert care at Basildon Hospital.

Similarly, by creating a centre of excellence for spinal surgery on one site, we will bring all of our specialist staff and equipment together. We know that, as well as ensuring quicker access to a spinal surgeon, that will result in better outcomes for patients.

We know that these changes will simplify care across our hospitals, and enable us to dramatically improve our patients' experience. Therefore we need to be ready to move forward as soon as possible.

The services changes that we are planning to go live in autumn are:

- Consolidation of complex benign inpatient elective and all inpatient emergency patients from Basildon Hospital to Broomfield Hospital.

- Consolidation of emergency vascular surgery at Basildon Hospital from both Broomfield and Southend Hospitals.
- Transfer of spinal surgery from Basildon Hospital to Southend Hospital.
- Offering patients at Basildon and Southend hospitals waiting for a hip or knee operation the option of being treated at Braintree Community Hospital so that they can be treated more quickly.
- Emergency out of hours interventional radiology services to be consolidated at a hub based at Basildon Hospital.

We are also working with our urology teams to look at opportunities to improve the service for patients ahead of winter.

These changes mean around 2,500 patients per year will benefit from improved access to care. They will spend less time waiting for treatment and experience fewer delays in accessing specialist emergency care. In addition, we will also see improved clinical outcomes and reduced clinical risk.

Finally, the clinical reconfiguration will enable us to attract and retain more great people to our teams, providing opportunities for them to specialise, develop and network.

If you have any questions, or would like to discuss this further, please do let me know.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Clare Panniker', followed by a period.

Clare Panniker
Chief Executive

APPENDIX 3

Reconfiguration phase 1 – impact on patients in south east Essex

June 2019

Purpose

This paper provides a briefing on the proposed phase 1 reconfiguration changes that Mid and South Essex University Hospitals Group are planning on implementing in autumn 2019.

It is specifically focused on the impact of these changes on patients who live in south east Essex (Southend-on-Sea, Castlepoint and Rochford).

The changes and patients affected

We will be seeking to implement the changes as detailed in the table below, these are all consistent with the decisions made by the Mid and South Essex CCG Joint Committee on service changes in July 2018.

Service	Description of change	Affects patients in south east Essex?	Estimated number patients in south east Essex effected (annually)	DMBC rec. #
Urology	Consolidation of complex benign inpatient elective and all inpatient emergency patients from Basildon Hospital to Broomfield Hospital.	NO	0	14
Vascular	Consolidation of emergency vascular surgery at Basildon Hospital from current rotating hub model	YES	267	8
Trauma and Orthopaedics	Spinal surgery moves from Basildon Hospital to Southend Hospital ASA 1 and 2 hip and knee patients at Basildon and Southend hospitals being offered treatment at Braintree Community Hospital*	YES (choice being provided to have their operation at Braintree)	0 452	13
Enabling - Interventional radiology	Emergency Interventional Radiology cover consolidated in a hub at Basildon Hospital, with 24 hour, 7 day a week cover.	YES	17	N/A – new service

Service	Description of change	Affects patients in south east Essex?	Estimated number patients in south east Essex effected (annually)	DMBC rec. #
Enabling – treat and transfer	<p>Extension of existing treat and transfer service providing weekend cover for 6 months to enable Interventional Radiology transfers.</p> <p>Vascular emergency transfers will continue with the existing commissioned EEAST cover.</p> <p>Urology transfers will be handled in line with the existing inter-hospital transfer processes.</p>	YES	N/A	4

Patient numbers

It is important to note that the estimated total number of patients effected in south east Essex does not necessarily mean that these patients are being seen further away from where they would currently be treated.

For **vascular emergency patients**, we currently have a rotating hub service between Southend, Basildon, Broomfield and Harlow hospitals, therefore 2 in 4 times patients will be seen closer than they are today. As such we estimate around 133 patients in the south east will be treated closer to where they live and 67 have to travel further.

For **hip and knee operations**, patients will still be able to access their operation at Southend Hospital as part of these changes but will be offered the choice to have their operation at Braintree Community Hospital in our expanded dedicated elective orthopaedic centre. We want to do this primarily as it will mean patients will get their operation much faster than today and there is significantly less risk of us having to cancel their operation as a result of bed or theatre availability we do not provide emergency inpatient care at Braintree.

Interventional radiology emergency care, is currently a new service which is not routinely provided at any of our three hospitals. As such when patients have required this treatment in the past they have been transferred to Cambridge or London. As such we estimate that 17 patients in the south east will be treated closer to where they live.

A summary of the number of patients who will be required to receive treatment elsewhere from today as a result of these changes (i.e. excluding patients who choose to go to Braintree) is outlined below:

Estimated patient number, per year	Will be seen closer to south east Essex (from today)	Will be seen further from south east Essex (from today)	Net impact (positive number means more patients being seen closer)
Vascular emergencies	133	(67)	66
Interventional radiology	17	0	17
Total	150	(67)	83

Why now?

The basis of the reconfiguration proposals is that they will improve patient outcomes, help safeguard access to surgical care, achieve compliance with national specialist standards and reinforce local service sustainability. This basis remains unchanged.

Given the length of time since initiation of this process and decision-making, there is an increasing risk of disengagement by the clinical teams who have now been working on these proposals for a number of years, as well as a threat to the broader credibility of the trusts with our wider workforce and stakeholders on our ability to deliver change and release benefits for patients. This is an important consideration given the need, well recognised by our boards, to bring about positive cultural change across our entire workforce.

In summary, we recommend proceeding with these clinical service changes on the basis of delivering service specific improvements and improving staff engagement with the change process. Detail on service specific benefits are set out in annex A.

In order to implement these changes this autumn we will need to commence staff consultation at the beginning of July 2019 for an autumn implementation. There are two points in the year when the trusts have sufficient bed headroom to make these changes, these being the autumn and spring of each year. As such if we do not start the change now we will delay the entire programme by a further 6 months at a minimum.

What about the Secretary of State referrals

We have been careful to ensure this first set of changes do not affect those areas of most concern to the two councils (stroke services in the case of Southend and the future of Orsett Hospital for Thurrock) and that the changes to the south east Essex population are very limited given the more general concerns in the Southend area as outlined further above.

In respect to south east Essex patients:

- Vascular emergencies already are treated at a rotating hub between the hospitals at Southend, Basildon, Broomfield and Harlow, this change will mean all emergencies will be treated at Basildon.
- For orthopaedic patients we will be **offering the choice** that suitable hip and knee patients can receive their procedure at Braintree Hospital much faster than today. These patients will have the option of continue to be treated locally either through the Independent Sector or Southend Hospital.
- For interventional radiology emergency patients this is a new service, which patients have historically had to be transferred to Cambridge or London for emergency treatment.

- The urology changes do not affect patients in south east Essex.

In the event that the outcome of the Secretary of State referral does not support these changes we will have the opportunity to stop implementation before the autumn.

Communications and media

The three hospitals have already provided briefings to staff and stakeholders on the proposed changes and a range of videos of clinicians describing the changes and supporting factsheets are being publicised on social media and trust websites.

Annex A – Benefits

Overall:

Across services, and in line with national benchmarks, we expect patient experience to improve as a result of greater consolidation of care at specialist hubs. We know for example that specialist trusts outperform acute trusts on the Friends and Family Test and inpatient surveys^{1,2}.

Service specific benefits which will be realised through each service's specific changes are described further below, but fall within the categories of:

- Improved access to care to prevent deterioration through waits for treatment or delays in accessing specialist care in an emergency
- Improved quality of care through access to specialists and improved clinical outcomes, lower clinical risks
- Service specific improvements such as complication rates being improved
- Compliance with national standards for commissioned services and adoption of evidence based care

Detail around each of the phase one speciality outcome measures can be found in Appendix B.

Vascular:

Improved access to care:

- Access to specialist vascular team 24/7 within mid and south Essex.
- Compliance with NICE access targets particular for Carotid and abdominal aortic aneurysm (AAA) patients
- Reduced waiting times as a result of separating emergency from elective care, allowing for better planning of elective care in the three hospitals, thus reducing cancellations and delays of planned procedures.

Improved quality of care:

- Reduction in unwarranted variation through standardised patient pathways across all three sites and reduced length of stay
- Improved clinical outcomes due to high volume vascular procedures performed by skilled personnel at hub site where right equipment is available.

Service-specific improvements:

- Services in mid and south Essex are currently non-compliant with national standards and the service specification for these services, one of few non-compliant services in the country.
- Better patient experience through 24-hour availability of a senior decision maker at hub site.
- Compliance with national standards and recommendations (POVS and GIRFT)

¹ NHS Friends and Family Test (November 2016). Acute Specialist Trust and Acute Trust calculated as average of each category. Acute Specialist Trusts were identified as in NHS Staff Survey 2015

² Analysis of trends in NHS inpatient surveys 2005-13, Picker Institute Europe & The King's Fund, 2015

Evidence base and Compliance with national standards:

- The proposed changes comply with (POVS) *The Provision of Services For Patients with Vascular Disease 2015: Vascular Society of Great Britain and Ireland*³ and are supported by GIRFT vascular recommendations⁴

Patient Numbers affected:

Below is the proposed movement of patients based on the phase one proposed changes.

Vascular reconfiguration phases	Originating Trust	Number of patients
Current MSE activity	BTUH	512
	MEHT	905
	SUHFT	921
	Total	2,337
Phase 1 - consolidation of emergency inpatients at Basildon	MEHT	226
	SUHFT	267
Phase 1 – affected number of patients transferring		493

Trauma and Orthopaedics

Improved access to care:

- Reduced waiting times for patients in line with national targets due to sustainable elective operating, preventing deterioration, reducing anxiety and suffering for patients and helping make sure their condition and procedure is optimised.
- Fewer cancelled operations through greater separation of emergency and elective care allowing for better planning of elective lists, reducing harm from late notice cancellations and delays to interventions; including maintaining elective operating during winter 2019/20.

Improved quality of care:

- Reduction in unwarranted variation and reduced length of stay as a result of standardised care pathways, consolidation of surgical volumes and adoption of best practice, such as enhanced recovery for hip and knee replacements⁵
- Reduced complication and readmission rates for complex procedures as a result of the consolidation of complex, specialist cases ensuring higher surgeon and surgical unit volumes.

³ *The Provision of Services For Patients with Vascular Disease 2015: Vascular Society of Great Britain and Ireland*. Available at: https://www.vascularsociety.org.uk/_userfiles/pages/files/Resources/POVS%202015%20Final%20version.pdf

⁴ GIRFT Vascular Surgery report and recommendations: <http://gettingitrightfirsttime.co.uk/surgical-specialty/vascular-surgery/> (accessed on 28th May 2019)

⁵ Zhu S, Qian W, Jiang C, Ye C, Chen X, Enhanced recovery after surgery for hip and knee arthroplasty: a systematic review and meta-analysis, *BMJ* 2017. Available at: <https://www.ncbi.nlm.nih.gov/pubmed/28751437>

Service-specific improvements:

- Better patient experience through better availability of a senior decision maker and standardised pathways of care.
- Compliance with GIRFT and Seven day service recommendations which are nationally identified good practice.

Evidence base and Compliance with National standards:

The national Keogh Urgent and Emergency Care Review and Getting It Right First Time orthopaedics report have both concluded that best practice is to segregate elective surgery from emergency care entirely through the use of dedicated beds, theatres and staff.⁶ This greatly reduces cancellations and improves outcomes and flow. The Royal College of Surgeons have similarly concluded that separating elective and non-elective work can reduce patient disruption and cancellations, and reduce rates of hospital acquired infections⁷.

Patient numbers:

Below is the proposed movement of patients based on the phase one proposed changes:

Trauma and Orthopaedic Phase 1 reconfiguration	Originating Trust	New Trust	Number of patient
Elective inpatient spinal activity	BTUH	SUHFT	110
	MEHT	-	-
	SUHFT	-	-
	Total		110
Elective Hip and Knee replacements ASA 1 and 2 activity*	BTUH	Braintree	351
	MEHT	Braintree	202
	SUHFT	Braintree	452
	Total		1,005
Total number of patients transferring after phase one			1,115

*Estimated numbers of ASA 1 and 2 hip and knee replacements based on patient choice.

Urology:

Improved access to care:

- Consultant of the week model at Southend and Broomfield hospitals, free of elective duties, improved access to stone procedures and other emergency care.

⁶ A national review of adult elective orthopaedic services in England: Getting It Right First Time, British Orthopaedic Association, 2015

⁷ Royal College of Surgeons recommends separation of emergency and elective care as best practice: The Royal College of Surgeons of England, 2007

Improved quality of care:

- Better access to emergency operating lists and definitive treatment, early decision making, regular review by same consultant and reduced length of stay prevents patients needing to stay in hospital where they can further deteriorate or be exposed to risks, allowing them to recover earlier at home, as well as reduction in readmissions due to complications or additional procedures being required.

Service-specific improvements:

- Consolidating highly specialised urology care has proven clinical benefits and evidence to support higher volumes.
- Basildon patients will benefit from a dedicated urology ward with access to senior decision maker and other specialist staff.

Evidence base and Compliance with National Standards:

- Adoption of British Association of Urology Surgeons (BAUS) guidance for stone pathways and GIRFT recommendations

Patient Numbers:

- Under the scenario of 20% of emergency admissions being treated ambulatory in their local hospital, this is estimated to be 685 patients per year, with an estimated bed day saving of 2,343 bed days.

Urology Phase 1 reconfiguration	Originating Trust	New Trust	Number of patient
Current MSE activity	BTUH		
	MEHT		
	SUHFT		
	Total		
Elective complex benign inpatient activity	BTUH	MEHT	56
	MEHT	-	-
	SUHFT	-	-
	Total		56
Emergency inpatient activity	BTUH	MEHT	823
	MEHT	-	-
	SUHFT		--
	Total		823
Total number of patients transferring after phase one			879

Enabling - Treat and Transfer:

Improved access to care:

- Reduced waiting time for patients to access specialist care as this model will move eligible patients to the right place for specialist inputs in a timely manner, helping reduce risks of longer stays in hospital or delayed treatment

Improved quality of care:

- Reduced length of stay due to early senior review and rapid, same day access to specialist care and earlier initiation of the correct care plan

Service-specific improvements:

- In terms of patient experience, this minimises the time spent at a greater distance from family and friends, and in an acute facility which can carry its own risks and inconveniences.

Evidence base and compliance with national standards:

- Existing models of inter-hospital transfer which have similarities to our proposals around England – including input from Northumbria, London, Staffordshire, Cumbria, the Pennines and West Yorkshire were examined when developing this model⁸.
- Evidence from other treat and transfer models like that of Kings College NHS Foundation Trust and East Kent NHS Foundation trust^{9 10} were also considered and details submitted as part of clinical senate proposal.

Enabling – Interventional Radiology:

Improved access to care:

- Reduces delays in patient pathways, and facilitates early recovery and discharge

Improved quality of care:

- Improved clinical outcomes due to minimally invasive techniques being available both in and out of hours, reducing time in hospital and expediting the right treatment and/or discharge.
- Reduced Length of Stay

Service-specific improvements:

- Meets national recommendations for timely access to emergency IR
 - IR for haemorrhage control
 - IR for maternal haemorrhage (post-partum haemorrhage)
 - IR for septic patients

⁸ West Yorkshire Inter-Facility Transfer algorithm, October 2012

⁹ http://gut.bmj.com/content/66/Suppl_2/A76.1

¹⁰ Isla M. Hains, Anne Marks, Andrew Georgiou, Johanna I. Westbrook; Non-emergency patient transport: what are the quality and safety issues? A systematic review, International Journal for Quality in Health Care, Volume

Evidence base and compliance with national standards:

Meets national mandate published by the Royal College of Radiologists in collaboration with the British Society of Interventional Radiology that requires acute Trusts to work towards achieving 24/7 cover. More specifically it states that hospitals should have formalised access 24/7 emergency IR service particularly for haemorrhage control and nephrostomy drainage¹¹

Clinical assurance of these proposed changes

These service changes have been subject to a high degree of clinical assurance, both through the NHS East of England Clinical Senate and other processes such as *Getting It Right First Time* (GIRFT) and other independent reviews. An outline of these assurance steps is set out below:

East of England Clinical Senate

The East of England Clinical Senate reviewed emerging proposals for the Mid and South Essex STP (formerly Success Regime) on six separate occasions:

- In June 2016, the focus was on the early emerging thinking,
- In October 2016, it considered in more detail the five potential configuration options that subsequently fed into the Programme's formal options appraisal process,
- In September 2017, the panel conducted a preliminary review of the programme's final pre-consultation proposals
- In October 2017, the panel carried out a more in-depth review of the proposals for stroke services
- In April 2018 it conducted a 'stage 2' review for urgent and emergency care (including treat and transfer); vascular services; general surgery; trauma & orthopaedic surgery; respiratory services; cardiology services; urology; gynaecology surgery and renal where the panel strongly supported most of the proposals but asked to review general surgery
- In December 2018 the panel reviewed further evidence and the further development proposals for emergency general surgery.

The above also included site visit for a few panel members in April 2018 and an independent audit and review carried out for the MSB Group by the Nuffield Trust to provide supporting evidence for the proposals and address the concerns raised by clinical review panel. This audit was also informed by advice and the outputs of a workshop with John Abercrombie, the Getting It Right First Time Lead for General Surgery for England.

The Senate supported the proposals with final recommendations for consideration included in its reports from April 2018 and December 2018¹². All its recommendations have been considered when developing these proposals.

This work has been supported by **Getting it Right First Time**¹³ visits having been completed and recommendations considered in these proposals for the following services:

- 1) Vascular services for the 3 hospitals - March 2019
- 2) Urology services as individual services:
 - a. Southend - 2016/17
 - b. Basildon – December 2017
 - c. Mid Essex – October 2016

¹¹ [https://www.rcr.ac.uk/system/files/publication/field_publication_files/BFCR\(14\)12_POIR.pdf](https://www.rcr.ac.uk/system/files/publication/field_publication_files/BFCR(14)12_POIR.pdf)

¹² <http://www.eoesenate.nhs.uk/publications-and-advice/> - Reports published for each of the senate reviews are available here

¹³ Getting it Right First Time is a national programme designed to improve the quality of care within the NHS by reducing unwarranted variations.

Eastern Academic Health Science Network (EAHSN) was commissioned to conduct and **independent assessment** of published evidence available on clinical outcomes and to what extent they support the options proposed for the options appraisal process. The report published in early 2017 concluded that all five of the original acute options developed would likely improve patient outcomes. Although proposals have now evolved from these earlier options, the underlying principles remain aligned¹⁴

Benefits to staff

Within all of the phase 1 specialities there are significant staff benefits to be gained from the changes proposed. These include:

- Ability to better manage capacity and demand through wider team rotas
- Maintaining the balance between emergency and elective demands. Ensuring that there is consistent elective operating without disruption from emergencies
- Better continuity of care regarding emergency patients and their management plans
- Better work/life balance through less onerous, more sustainable on-call arrangements.
- Making the region an attractive place to work as well as supporting retention levels within specialties
- Simplified management and team structures in order to support standardisation across the services as well as providing consistent levels of care
- Opportunity for the workforce within each specialty to work more collaboratively as one team as MSE prepares for merger in 2020.
- Ability to ensure joint working is in place and help share learning opportunities
- Improved career opportunities through role development such as additional training to dual role, as well the ability to introduce new roles to the organisations such as Prescribing Pharmacists, Physician Associates
- Wider scope for research and innovation opportunities in collaboration with Anglia Ruskin University

¹⁴ A review of how clinical evidence and national guidance may inform the selection of acute hospital reconfiguration options in Mid and South Essex Success Regime (MSESR), Eastern Academic Health Science Network, February 2017

This page is intentionally left blank

Southend-on-Sea Borough Council

Agenda
Item No.

16

Report of Strategic Director
(Legal & Democratic Services)
to

Place, People and Policy & Resources Scrutiny
Committees

On 8th, 9th and 11th July 2019

Report prepared by: Fiona Abbott

Statutory Scrutiny Guidance A Part 1 Agenda Item

1. Purpose of Report

- 1.1 To advise the Scrutiny Committees about the statutory scrutiny guidance published by the Ministry of Housing, Communities and Local Government on 7th May 2019¹ (“the 2019 Guidance”).
- 1.2 The 2019 Guidance has been produced following a commitment that Government made in early 2018 following on from the Communities & Local Government Select Committee’s inquiry into overview and scrutiny² and supersedes the Guidance published in 2006.

2. Recommendations

- 2.1 That the approach set out in paragraph 4.5 of the report be agreed.

3. Background

- 3.1 Scrutiny Committees were introduced under the Local Government Act 2000, part of new executive governance arrangements. Their purpose is to scrutinise decisions of the executive and make recommendations on policy development and implementation. Statutory Guidance on their operation was published in 2006.
- 3.2 The Communities & Local Government Select Committee found that in many authorities, scrutiny was less than effective and called on the Government to issue revised statutory guidance on scrutiny. The Government made a commitment in early 2018 to produce new guidance and this was expected to be published towards the end of 2018 – however it was eventually published on 7th May 2019. The 2019 Guidance is attached at **Appendix 1**.
- 3.3 Councils are obliged to “have regard to” this statutory guidance.
- 3.4 The Chairs Scrutiny Forum met on 18th June 2019 and considered a brief report about the 2019 Guidance. The Centre for Public Scrutiny (CfPS) have also published a ‘good scrutiny guide’ on 20th June 2019, written to complement the

¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/800048/Statutory_Guidance_on_Overview_and_Scrutiny_in_Local_and_Combined_Authorities.pdf

² <https://www.parliament.uk/business/committees/committees-a-z/commons-select/communities-and-local-government-committee/inquiries/parliament-2017/local-authority-scrutiny-17-19/publications/>

2019 Guidance. A copy of the guide can be found on the CfPS website on the following link - <https://www.cfps.org.uk/wp-content/uploads/CfPS-Good-Scrutiny-Guidev2.pdf>

4. Some areas for consideration

4.1 The 2019 Guidance has a lot to say about the technical aspects of scrutiny and is 'light touch' preferring to let councils decide which arrangements are best for them. It adopts the CfPS's four principles of effective scrutiny, namely:-

- Providing constructive challenge – a 'critical friend' role
- Amplifying public voices and concerns
- Independence and responsibility in the role
- Driving improvement in public services

4.2 The 2019 Guidance reminds authorities of the powers available to scrutiny committees; highlights the benefits of effective scrutiny; and provides practical advice and proposals for improving the function. It focuses on culture, resourcing, selection of committee members, powers to access information, planning of work programmes and evidence sessions.

4.3 A key component of the 2019 Guidance is the importance of organisational culture and a commitment to scrutiny across an authority, not just amongst those Councillors and officers with a scrutiny role.

4.4 Over the years, the scrutiny arrangements in Southend have been refined and improved to make them as effective as possible: Councillors from all Groups have contributed to this process and the Chair's Scrutiny Forum plays an important role. In the main, the Council's scrutiny arrangements deliver effective challenge which adds value and makes a difference.

4.5 The 2019 Guidance does not require the Council to change any of its scrutiny arrangements, but it does provide the opportunity to enhance the scrutiny processes, as follows:-

- Greater use of local experts, in particular during in depth projects
- Develop an Executive / Scrutiny protocol - annex 1 of the 2019 Guidance provides an illustrative scenario on creating an Executive / Scrutiny Protocol
- Work planning / agendas – encourage greater use of 'information bulletin's / briefings' to reduce the pressure of items on Committee agendas

5. Background Papers

Report to Chairs Forum meeting on 6th June 2018; update to Forum meeting on 20th November 2018; Report to Chairs Forum meeting on 18th June 2019.

6. Appendix

Appendix 1 – Scrutiny Guidance



Ministry of Housing,
Communities &
Local Government

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities



© Crown copyright, 2019

Copyright in the typographical arrangement rests with the Crown.

You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

This document/publication is also available on our website at www.gov.uk/mhclg

If you have any enquiries regarding this document/publication, complete the form at <http://forms.communities.gov.uk/> or write to us at:

Ministry of Housing, Communities and Local Government
Fry Building
2 Marsham Street
London
SW1P 4DF
Telephone: 030 3444 0000

For all our latest news and updates follow us on Twitter: <https://twitter.com/mhclg>

May 2019

ISBN: 978-1-4098-5458-6

Contents

Ministerial Foreword	4
About this Guidance	5
1. Introduction and Context	7
2. Culture	8
3. Resourcing	13
4. Selecting Committee Members	15
5. Power to Access Information	18
6. Planning Work	21
7. Evidence Sessions	25
Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol	27
Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers	28
Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee	30

Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.



A handwritten signature in blue ink, appearing to read 'Rishi Sunak'.

Rishi Sunak MP
Minister for Local Government

About this Guidance

Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

Terminology

Unless 'overview' is specifically mentioned, the term 'scrutiny' refers to both overview and scrutiny.¹

Where the term 'authority' is used, it refers to both local authorities and combined authorities.

Where the term 'scrutiny committee' is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term 'executive' is used, it refers to executive members.

For combined authorities, references to the 'executive' or 'cabinet' should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

Expiry or review date

This guidance will be kept under review and updated as necessary.

¹ A distinction is often drawn between 'overview' which focuses on the development of policy, and 'scrutiny' which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.

1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.
2. Overview and scrutiny committees have statutory powers² to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

Effective overview and scrutiny should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.
4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.
6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

² Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.
8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.
9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.
10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

- a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

- b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.

While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf.

- c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

- d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

- e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

- f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.
- g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.
- h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

- i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).
- j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.
13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
 - rights of access to documents by the press, public and councillors;
 - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
 - delegated decisions by the Mayor;
 - whistleblowing protections for both staff and councillors; and
 - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.
16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.
17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,³ someone whose role is to:
 - promote the role of the authority's scrutiny committee;
 - provide support to the scrutiny committee and its members; and
 - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

³ Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:

- Committee – officers are drawn from specific policy or service areas;
- Integrated – officers are drawn from the corporate centre and also service the executive; and
- Specialist – officers are dedicated to scrutiny.

21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.

22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.

4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.
24. While there are proportionality requirements that must be met,⁴ the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny⁵.

Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.⁶ Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.
26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.⁷ This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

⁴ See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

⁵ See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

⁶ Section 9FA(3) of the Local Government Act 2000.

⁷ 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.

30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives⁸. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person⁹.

32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair¹⁰.

Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.

34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

⁸ A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.

⁹ See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

¹⁰ Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

36. There are two principal ways to procure this:

- Co-option – formal co-option is provided for in legislation¹¹. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
- Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

¹¹ Section 9FA(4) Local Government Act 2000

5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.
38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information¹². In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision¹³. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

¹² Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

¹³ Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member¹⁴. When agreeing to such requests, authorities should:

- consider whether seeking clarification from the information requester could help better target the request; and
- Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions¹⁵. It is the duty of members and officers to comply with such requests.¹⁶

Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

- a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;
- b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

¹⁴ Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

¹⁵ Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

¹⁶ Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

- c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and
- d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority’s pre-existing relationship with it.

Following ‘the Council Pound’

Scrutiny committees will often have a keen interest in ‘following the council pound’, i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.
48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.
50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.
51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.
52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
 - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
 - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
 - Voluntary sector partners;
 - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
 - In parished areas, town, community and parish councils;
 - Neighbouring principal councils (both in two-tier and unitary areas);
 - Cross-authority bodies and organisations, such as Local Enterprise Partnerships¹⁷; and
 - Others with a stake and interest in the local area – large local employers, for example.
- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:

- Performance information from across the authority and its partners;
- Finance and risk information from across the authority and its partners;
- Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
- Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
- Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

¹⁷ Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.

As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*':

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.

57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

Carrying out work

58. Selected topics can be scrutinised in several ways, including:

- a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;
- b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

- c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;
- d) **Via a longer-term task and finish review** – the ‘traditional’ task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and
- e) **By establishing a ‘standing panel’** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.

7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal ‘task and finish’ groups or at standalone sessions.

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.
62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.
63. After an evidence session, the committee might wish to hold a short ‘wash-up’ meeting to review whether their objectives were met and lessons could be learned for future sessions.

Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.
66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:
- i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
 - ii. the development of those findings, which will set out some areas on which recommendations might be made; and
 - iii. the drafting of the full report.
67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.
68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their 'fit' with scrutiny's objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in

advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.

This page is intentionally left blank

Southend-on-Sea Borough Council

Agenda
Item No.

17

Report of Strategic Director
(Legal & Democratic Services)

to

Place, People and Policy & Resources Scrutiny
Committees

On 8th, 9th and 11th July 2019

Report prepared by: Fiona Abbott

In depth Scrutiny projects and summary of work A Part 1 Agenda Item

1. Purpose of Report

- 1.1 For each Scrutiny Committee to agree the in depth scrutiny project to be undertaken in the 2019 / 20 Municipal Year.
- 1.2 The report also attaches some information about the work carried out by each of the Scrutiny Committees in the 2018 / 19 Municipal Year.

2. Recommendations

- 2.1 That the Scrutiny Committees select the topic it wishes to undertake for in-depth study in 2019/20.
- 2.2 To note the information attached at **Appendix 3**, the summary of work of the 3 Scrutiny Committees during 2018 / 2019.

3. In depth scrutiny projects

- 3.1 Involvement with in-depth studies enables Councillors to 'get their teeth into' a particular topic and also to influence and shape proposals before they are implemented.
- 3.2 Each of the studies are led by a Member project team / programme working party and the appointments were agreed at Council on 3rd June 2019 (refer to **Appendix 1**).
- 3.3 Members should always aim to select a topic which can identify real service improvements and results in benefits / outcomes. A list of previous topics undertaken for in depth study since 2012 is attached at **Appendix 2**.
- 3.4 Sometimes there is one in-depth study conducted by two Scrutiny Committees. This has happened in 2016/17 when there was a joint study by the Policy & Resources and Place Scrutiny Committees investigating the case for the case for additional enforcement resources for Southend and also in 2018/19 when there was a joint study by the Policy & Resources and Place Scrutiny Committees looking at re-imagining the Town Centre in the context of the vision for Southend 2050.

3.5 The **Southend 2050 programme** continues apace and it would again make sense to align each in-depth study to the 2050 ambition and outcomes to ensure that momentum continues. The following topics are suggested for each Scrutiny Committee:

(a) the People Scrutiny Committee could usefully undertake a project around inclusion and disability (themes - *safe & well; opportunity & prosperity*)

(b) the Place Scrutiny Committee could usefully undertake project around public transport (themes - *connected & smart*)

(c) the Policy & Resources Scrutiny Committee could usefully undertake a project around how the Council and Councillors communicate with local people and stakeholders (themes - *pride & joy*).

3.6 When the topics have been selected and the project teams have begun the review, they might also like to invite some external people to join their project team (rather than just being witnesses).

3.7 Work undertaken by each of the Scrutiny Committees in the 2018/19 (attached at **Appendix 3**) is a summary of the work undertaken by each of the Scrutiny Committees in the 18/19 Municipal Year.

4. Corporate Implications

4.1 Contribution to the Southend 2050 Road Map - Becoming an excellent and high performing organisation.

4.2 Financial Implications – there are costs associated with organising in depth projects relating to officer time but this will all be contained within existing resources.

4.3 Legal Implications – none.

4.4 People Implications – none.

4.5 Property Implications – none.

4.6 Consultation – as described in report.

4.7 Equalities and Diversity Implications – none.

4.8 Risk Assessment – none.

5. Background Papers

None

6. Appendices

Appendix 1 – membership of project teams / programme working parties

Appendix 2 – list of previous in depth topics since 2012

Appendix 3 – summary of work of the 3 Scrutiny Committees 2018 / 2019

**PEOPLE SCRUTINY PROGRAMME WORKING PARTY
(PROJECT TEAM)**

(NB: Committee members only)

Party	Members	Total 8	Substitutes
CON	Alan Dear Denis Garne Fay Evans	3	All
LAB	Margaret Borton Cheryl Nevin	2	All
IND	Anne Chalk Ian Shead	2	All
LD	Ashley Thompson	1	All

**PLACE SCRUTINY PROGRAMME WORKING PARTY
(PROJECT TEAM)**

(NB: Committee members only)

Party	Members	Total 8	Substitutes
CON	Alex Bright Kevin Buck Derek Jarvis	3	All
LAB	Laurie Burton Stephen George	2	All
IND	Anne Chalk Steve Wakefield	2	All
LD	Peter Wexham	1	All

**POLICY & RESOURCES SCRUTINY PROGRAMME WORKING PARTY
(PROJECT TEAM)**

(NB: Committee members only)

Party	Members	Total 8	Substitutes
CON	Meg Davidson Stephen Habermel Chris Walker	3	All
LAB	Matt Dent Helen McDonald	2	All
IND	Brian Ayling Ian Shead	2	All
LD	Paul Collins	1	All

This page is intentionally left blank

In depth Scrutiny projects since 2012

Since 2000, the Council has undertaken a number of in depth scrutiny projects and since 2012 has looked at the following areas:

- Re-imagining the Town Centre in the context of the vision for Southend 2050 – 2018/19 (Joint project Place / Policy & Resources Scrutiny)
- in context of vision for Southend 2050, what is the vision for young people which improves their lives and what are the pathways to achieve this ambition – 2018/19 (People Scrutiny)
- Maximizing the use of technology – 2017/18 (Place Scrutiny Committee)
- Connecting Communities to avoid isolation – 2017/18 (People Scrutiny Committee)
- Additional enforcement resources for Southend – 2017/18 (Policy & Resources Scrutiny Committee)
- Alternative provision – off site education provision for children & young people – 2016/17 (People Scrutiny Committee)
- To investigate the case for additional enforcement resources for Southend – 2016/17 (Joint Place / Policy & Resources Scrutiny)
- 20mph speed limits in residential streets – 2015/16 (Place Scrutiny Committee)
- Transition arrangements from children's to adult life – 2015/16 (People Scrutiny Committee)
- Control of personal debt and the advantages of employment – 2015/16 (Policy & Resources Scrutiny Committee)
- How the Council assists and excites individuals and community groups to achieve healthier lifestyles – 2014/15 (People Scrutiny Committee)
- The Council's Community Leadership role in promoting safer communities – 2014/15 (Policy & Resources Scrutiny Committee)
- Understanding erosion taking place on the Foreshore – 2014/15 (Place Scrutiny Committee)
- Southend primary schools' falling grammar school entry figures - 2013/14 (People Scrutiny Committee)
- Impact of welfare changes - 2013/14 (Policy & Resources Scrutiny Committee)
- Promoting a positive image for the town - 2013/14 (Place Scrutiny Committee)

This page is intentionally left blank

PLACE SCRUTINY COMMITTEE**Work programme 2018/2019 - evaluation**

During the 2018/19 Municipal Year, the **Place Scrutiny Committee** held **7** meetings and met on the following dates – 9th July 2018, 8th October 2018, 26th November 2018, 11th December 2018 (special meeting), 28th January 2019, 13th February 2019 (special meeting) and 8th April 2019.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet and Cabinet Committee – the Scrutiny Committee considered **17 call-in items** from Cabinet and **2 call-in item** from Cabinet Committee. No items were called in from the Forward Plan. **Southend 2050** was **referred direct** to the Scrutiny Committee on 26th November 2018. **All items from the Cabinet meeting held on 17th January 2019 were referred direct** to the Scrutiny Committee on 28th January 2019. **1 item** from special Cabinet Committee meeting held on 6th December 2018 was **referred direct** to the special scrutiny meeting on 11th December 2018. **1 item** from special Cabinet meeting held on 4th December 2018 was **referred direct** to the special scrutiny meeting on 13th February 2019.

There were no items **referred up** by the Scrutiny Committee to Council for decision.

1 item was referred back by the scrutiny committee to Cabinet at its meeting on 28th January 2019 – Minute 639 (Parking & Civil Enforcement Policy)

Pre Cabinet items – there were no items considered by way of pre Cabinet Scrutiny in 2018/2019:

Scheduled items - each meeting as appropriate:

- Monthly Performance report – exceptions reports also considered when appropriate.
- Minutes of the meeting of the Chairmen’s Scrutiny Forum held on Tuesday 20th November 2018 (Minute 505 refers)
- **13** Questions from members of the public, responded to by the relevant Executive Councillors.

In-depth scrutiny project: In-depth Scrutiny study: “Re-imagining the Town Centre in the context of the vision for Southend 2050”. Topic agreed at meeting on 9th July 2018 (Minute 112 refers). Project plan agreed by project team and then the full Committee on 8th October 2018 (Minute 339 refers). Updates to meeting on 26th November 2018 (Minute 477 refers) and 28th January 2019 (Minute 645 refers). Final report and recommendations presented and agreed at the meeting on and 8th April 2019 (Minute 841 refers)

Presentations & other matters considered:

- ◆ In-depth Scrutiny Final Report – *Maximising the use of technology through the Smart Cities and Digital Futures agendas*. – 9th July 2018 (Minute 111 refers)

This page is intentionally left blank

PEOPLE SCRUTINY COMMITTEE

Work programme 2018/2019- evaluation

During the 2018/19 Municipal Year, the **People Scrutiny Committee** held **6** meetings and met on the following dates – 10th July 2018, 19th July 2018 (special), 9th October 2018, 27th November 2018, 29th January 2019 and 9th April 2019

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet – the Scrutiny Committee considered **18 call-in items** from Cabinet. No items were called in from the Forward Plan. **Southend 2050** was **referred direct** to the Scrutiny Committee on 27th November 2018; **All items from the Cabinet meeting held on 17th January 2019 were referred direct** to the Scrutiny Committee on 29th January 2019 (**8 items**).

Pre Cabinet items – the Scrutiny Committee considered **0** pre Cabinet items during the year.

The following Cabinet item was referred to Council by the Scrutiny Committee to consider:

- Transport Procurement – 9th April 2019 (Minute 848 refers)

Scheduled items - each meeting as appropriate:

- Monthly Performance report.
- Schools Progress report.
- Minutes of the meeting of the Chairmen's Scrutiny Forum held on Tuesday 20th November 2018 (Minute 490 refers)
- **18** Questions from members of the public, responded to by the relevant Cabinet Members.

In-depth scrutiny project – 'in context of vision for Southend 2050, what is the vision for young people which improves their lives and what are the pathways to achieve this ambition'

Topic agreed at meeting on 19th July 2018 (Minute 152 refers). Project plan agreed at meeting on 9th October 2018 (Minute 356 refers). Updates were reported to meetings on 27th November 2018 (Minute 489 refers) and 29th January 2019 (Minute 661 refers). The Final report was agreed at the meeting on 9th April 2019 (Minute 853 refers).

Agenda items considered:

- 10th July 2018 – (a) presentation on draft primary care strategy for south east Essex.
- 9th October 2018 – (a) Mid and South Essex STP – and decision to refer to Secretary of State; (b) proposed creation of additional adult mental health inpatient beds in south Essex and associated temporary ward moves and proposed temp relocation of CICC to facilitate the St Lukes primary care centre development – referred to Council on 18th October 2018 - Council approved proposals and agreed to request from CCG and EPUT to defer consultation (due to patient and staff safety concerns) until point of determining permanent moves (Minute 394 refers).
- 27th November 2018 – (a) presentation by Youth Council on mental health school survey

Mid and South Essex Sustainability & Transformation Partnership (STP) - Joint Committee with Essex County and Thurrock Councils - formal meetings held on 6th June and 30th August 2018

Papers can be [found here](#) The papers for the formal meetings of the Joint Scrutiny Committee are also available on each of the participating local authority websites

Chairman's Update Report:

- 19th July 2018 (special) – (a) remit of the Committee; (b) update on JHOSC and appointment of substitutes; (c) update on primary care strategy and appointment of sub group; (d) agreement to final report and recommendations from in depth review on connecting communities; (e) update on work of Children's Services Improvement Plan Scrutiny Panel; (f) information on re location on Carnarvon Medical Centre; (g) information on Youth Council mental health survey; (h) information on Healthwatch Southend Annual Report; (i) draft Quality Accounts submissions to EPUT and Southend Hospital.
- 27th November 2018 – (a) STP and update on referral to Secretary of State – letter sent on 23rd November 2018; (b) in depth scrutiny project; (c) membership of Committee; (d) Children's Services Improvement Plan Scrutiny Panel; (e) new diabetes technology; (f) Shoebury Health centre.
- 29th January 2019 – (a) updated protocols between the Scrutiny Committee and NHS Southend CCG, Healthwatch Southend and the Health & Wellbeing Board; (b) updated referral letter sent on 15h January 2019 to the Secretary of State for Health & Social Care re Mid and South Essex STP; (c) update on membership of Cttee – parent governor representative vacancies.
- 9th April 2019 – (a) Quality account process; (b) in depth scrutiny project; (c) update on St Luke's health centre; (d) Southend Youth Council mental health and emotional wellbeing charter ('1757' Voices'); (e) position with regard to referral to Secretary of State re STP; (f) update on work of the Children's Services Improvement Plan Scrutiny Panel; (g) verbal report on the scrutiny arrangements for the proposed move of site for Moorfields Eye Hospital – Joint HOSC for North Central London act as scrutiny lead and manage scrutiny process on behalf of Southend.

Items for 2019/20

- Continue with Joint Scrutiny Committee looking at STP
- Continue with Children's Services Improvement Plan Scrutiny Panel

POLICY & RESOURCES SCRUTINY COMMITTEE

Work programme 2018/2019 - evaluation

During the 2018/19 Municipal Year, the **Policy & Resources Scrutiny Committee** held **5** meetings and met on the following dates – 12th July 2018, 10th October 2018, 29th November 2018, 30th January 2019; 10th April 2019.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet – the Scrutiny Committee considered **18 call-in items** from Cabinet. No items were called in from the Forward Plan. **Southend 2050** was **referred direct** to the Scrutiny Committee on 29th November 2018; **All items from the Cabinet meeting held on 17th January 2019 were referred direct** to the Scrutiny Committee on 29th January 2019 (**14 items**).

The following Cabinet items were referred to Council by the Scrutiny Committee to consider:

- Notice of Motion – invest in future / divest from fossil fuels – 27th November 2018 (Minute 501 refers).
- Transport Procurement – 10th April 2019 (Minute 862 refers).

Pre Cabinet items:-

- Compulsory Licensing Scheme – 12th July 2018

Scheduled items - each meeting as appropriate:-

- Monthly Performance report – exceptions reports also considered when appropriate.
- Minutes of the meeting of the Chairmen’s Scrutiny Forum held on Tuesday 20th November 2018 (Minute 505 refers)
- **16** Questions from members of the public, responded to by the relevant Cabinet Members.

In-depth scrutiny project: - Re-imagining the Town Centre in the context of the vision for Southend 2050 – joint project with Place Scrutiny Cttee – topic selected July 2018 (Minute 146 refers); update to Cttee on 10th October 2018 (Minute 370 refers); update to Cttee on 29th November 2018 (Minute 504 refers); update to Cttee on 30th January 2019 (Minute 682 refers). Final Report was agreed at meeting held on 10th April 2019 (Minute 865 refers).

Presentations & other matters considered:

- Work programme evaluation 2017/18 – 12th July 2018 (Minute 146 refers).
- Update on scrutiny project – additional enforcement resources for Southend – project undertaken in 2017/18 - 10th October 2018 (Minute 369 refers).
- Quarterly Police briefing – 29th August 2018 (town centre issues).
- Item raised in accordance with CP 35.1 (d) – (a) Policing in Southend – 12th July 2018 (Minute 145 refers).

Items for 2019/20

- Further quarterly briefings from Police on issues.

This page is intentionally left blank

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Chair's Scrutiny Forum
Date: Tuesday, 18th June, 2019
Place: Committee Room 7 - Civic Suite

18

Present: Councillors N Folkard, M Flewitt, D Garston, D McGlone, A Moring and L Salter

In Attendance: J K Williams and F Abbott

Start/End Time: 6.00 - 6.40 pm

1 Apologies for Absence

Apologies for absence were received from T Row and R Harris.

2 Appointment of Chair for Municipal Year

Resolved:-

That Councillor Folkard be appointed Chair for the Municipal Year.

3 Declarations of Interest

There were no declarations of interest made at the meeting.

4 Role of Forum - extract from Constitution

The Strategic Director (Legal and Democratic Services) provided an outline of the role and purpose of the Forum. He also circulated a letter to each of the Scrutiny Chair's and gave a copy to the Vice Chairs, which provided some background information on the role of the Chair of each of the 3 Scrutiny Committees.

The letters included a copy of Council Procedure Rules (CPR's) and Scrutiny Procedure Rules which generally govern proceedings at Committees and which can be found in Parts 4(a) and 4(e) of the Constitution respectively and included a copy of the recent LGA publication 'Councillor's workbook on Charing Skills'. The letter to the People Scrutiny Committee Chair also included a copy of the briefing paper which provided information specifically on health scrutiny and the health system locally. This has also been circulated to all Councillors on the Scrutiny Committee.

It was felt that, at the first Scrutiny Committee meetings in July, it would be useful for the Chairs to explain the process when dealing with a call in item and the options available to the Committee.

5 Minutes of the Meeting held on Tuesday, 20th November, 2018

Resolved:-

That the Minutes of the Meeting held on Tuesday, 20th November, 2018 be confirmed as a correct record.

6 In depth scrutiny projects

The Forum considered a report by the Strategic Director (Legal & Democratic Services) which provided information about previous studies undertaken since 2012 and provided an update on the projects carried out by the Scrutiny Committees in 2018/19:-

- a) Re-imagining the Town Centre in the context of the vision for Southend 2050 – Joint Place & Policy & Resources Scrutiny Committee
- b) In context of vision for Southend 2050 – what is the vision of young people which improves their lives and what are the pathways to achieve this ambition – People Scrutiny Committee

Both projects have been concluded and the recommendations will be formally submitted to Cabinet at its meeting on 25th June 2019. The Forum noted that the Scrutiny Committees in July will look at subjects for in depth review for 2019/20.

7 Statutory Scrutiny Guidance

The Forum considered a report by the Strategic Director (Legal & Democratic Services) which advised Councillors about the publication of the statutory scrutiny Guidance published by the Ministry of Housing, Communities and Local Government on 7th May 2019. The Guidance has been produced following a commitment that Government made in early 2018 following on from the Communities & Local Government Select Committee's inquiry into overview and scrutiny.

The Guidance is 'light touch' in its approach and initial analysis of the Guidance indicates that the scrutiny system at Southend in the main appears to remain fit for purpose. The Scrutiny Officer said that a more detailed report will be submitted to each of the 3 Scrutiny Committees and will include suggestions to make some minor tweaks to the process at Southend.

Resolved:

That the report be noted and a more detailed report be submitted to each of the 3 Scrutiny Committee meetings on 8th, 9th and 11th July 2019.

8 Scrutiny training

The Forum noted that a training session for Councillors had been arranged for Thursday 4th July 2019 @ 18.00. The session provides an overview of scrutiny and whilst is primarily aimed at new Councillors, all Councillors are welcome to attend.

The Forum felt that it would be a useful session to attend as it will provide a useful reminder of good practice and that it was beneficial having the session run 'in-house'. The Strategic Director said that he is also more than happy to arrange external training sessions if this would be of use.

9 Any Items from Forum Members

There were no additional items raised at the meeting.

10 Date of next meeting

The next meeting of the Forum will be arranged for last November 2019 (date to be confirmed).

This page is intentionally left blank