

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Place Scrutiny Committee

Date: Monday, 8th July, 2019

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Tim Row - Principal Committee Officer

Email: committeesection@southend.gov.uk

A G E N D A

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Questions from Members of the Public**
- 4 **Minutes of the Meeting held on Monday, 8th April, 2019 (Pages 1 - 4)**
- **** **ITEMS REFERRED DIRECT FROM CABINET held on Tuesday, 25th June 2019**
- 5 **Revised Southend 2050 - Five Year Road Map (Pages 5 - 12)**
 Minute 71
 Referred direct by Cabinet
- 6 **Reimagining the Town Centre in the Context of 2050 (Pages 13 - 46)**
 Minute 73
 Referred direct to Place Scrutiny Committee and Policy & Resources Scrutiny Committee
- 7 **Petition Against New Parking Charges - Referred by Council on 17th April 2019**
 Minute 80
 Referred direct by Cabinet
- 8 **Petition Relating to the High Street and Two Hours Free Parking - Referred by Council 17th April 2019**
 Minute 81
 Referred direct by Cabinet
- 9 **Review of Statement of Licensing Policy (Pages 47 - 78)**
 Minute 82
 Referred direct by Cabinet
- 10 **The Official Feed and Food Control Service Plan 2019/20 (Pages 79 - 108)**
 Minute 84
 Referred direct by Cabinet

- 11 **Year End Performance Report 2018/19** (Pages 109 - 128)
 Minute 86
 Referred direct to all three Scrutiny Committees
- 12 **Southend 2050 Corporate Performance Framework for 2019/20 Onwards**
 (Pages 129 - 134)
 Minute 87
 Referred direct to all three Scrutiny Committees
- 13 **Corporate Risk Register** (Pages 135 - 168)
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 Referred direct to all three Scrutiny Committees
- 14 **Capital Outturn Report 2018/19** (Pages 169 - 228)
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 Referred direct to all three Scrutiny Committees
- **** **ITEMS CALLED-IN FROM CABINET COMMITTEE held on Thursday, 6th June 2019**
- 16 **Requests for Waiting Restrictions** (Pages 231 - 236)
 Minute 57 - Cabinet Committee Agenda Item No. 5
 Called in by Councillors Cox, Davidson, Jarvis and Nelson
- **** **ITEMS CALLED-IN FROM THE FORWARD PLAN**
- **** **PRE-CABINET SCRUTINY ITEMS**
- **** **OTHER SCRUTINY MATTERS**
- 17 **In depth Scrutiny Projects and Summary of Work** (Pages 237 - 248)
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 Report of Strategic Director (Legal and Democratic Services)
- 19 **Minutes of the Meeting of Chair's Scrutiny Forum held on, Tuesday, 18th June, 2019** (Pages 283 - 286)

To the Chair & Members of the Place Scrutiny Committee:

Councillor A Moring (Chair),
Councillors M Flewitt (Vice-Chair), B Ayling, J Beck, A Bright, K Buck, L Burton, A Chalk,
D Cowan, T Cox, M Dent, S George, D Jarvis, S Wakefield, C Walker, N Ward and
P Wexham

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Place Scrutiny Committee

Date: Monday, 8th April, 2019

Place: Committee Room 1 - Civic Suite

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Present: Councillor K Robinson (Chair)
Councillors M Terry (Vice-Chair), A Bright, K Buck, D Burzotta,
T Byford, A Chalk, M Davidson, M Dent, N Folkard, J Garston,
A Jones, D McGlone, D Nelson, N Ward, P Wexham and C Willis

In Attendance: A Lewis, C Robinson, E Cooney, G Gilbert, J Martin, A Keating and
T Row

Start/End Time: 6.30 pm - 7.15 pm

834 Apologies for Absence

There were no apologies for absence.

835 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillor Bright – Agenda Item No. 8 (In-depth Scrutiny Project - Re-imagining the Town Centre in the context of the vision for Southend 2050 - Draft Final Report) – Non-pecuniary interest: Lives in High Street, Southend;

(b) Councillor Burzotta – Agenda Item No. 8 (In-depth Scrutiny Project - Re-imagining the Town Centre in the context of the vision for Southend 2050 - Draft Final Report) – Non-pecuniary interest: Family business interest in the Borough;

(c) Councillor Dent – Agenda Item No. 7 (Southend Energy Partnership) – Pecuniary interest: Customer of Southend Energy Company; and

(d) Councillor Terry – Agenda Item No. 7 (Southend Energy Partnership) – Non-pecuniary interest: Son works for an energy broker.

836 Questions from Members of the Public

In the absence of the questioner, the Scrutiny Committee noted the written response to a question from Mr Grubb to the Cabinet Member for Growth.

837 Minutes of the Meeting held on Monday, 28th January 2019

Resolved:-

That the Minutes of the meeting held on Monday, 28th January 2019 be received, confirmed as a correct record and signed.

838 Minutes of the Special Meeting held on Wednesday, 13th February 2019

Resolved:-

That the Minutes of the special meeting held on Wednesday, 13th February 2019 be received, confirmed as a correct record and signed.

839 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.

Executive Councillor:- As appropriate to the item.

840 Southend Energy Partnership

The Committee considered Minute 774 of Cabinet held on 12th March 2019, which had been called-in for Scrutiny, together with the report of the Deputy Chief Executive (Place) which sought approval to transfer the contract for the operation of Southend Energy from OVO Energy Ltd to Robin Hood Energy.

Resolved:-

That the following decision of Cabinet be noted:

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

Note: This is an Executive Function

Cabinet Member: Cllr Flewitt

841 In-depth Scrutiny Project - Re-imagining the Town Centre in the context of the vision for Southend 2050 - Draft Final Report

The Committee considered a report by the Strategic Director (Legal & Democratic Services) which sought formal approval to the draft final report and recommendations from the joint in-depth scrutiny project with the Policy & Resources Scrutiny Committee for 2018/19 entitled ‘Re-Imagining the Town Centre, in the Context of the Vision for Southend 2050’.

Resolved:-

1. That the report and conclusions from the in depth scrutiny project, detailed at Section 1 of the submitted report be agreed.

2. That in accordance with Scrutiny Procedure Rule 10 (part 4 (e) of the Constitution), to agree that the Chairman of the Project Team present the report to a future meeting of Cabinet.

3. That the Members and Officers involved with the study be thanked for their hard work.

Note: This is a Scrutiny Committee.

842 Vote of Thanks

The Committee thanked the Chairman for the able way in which he had conducted the meetings of the last Municipal Year. The Chairman thanked the Committee for their contributions and hard work.

Chairman: _____

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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

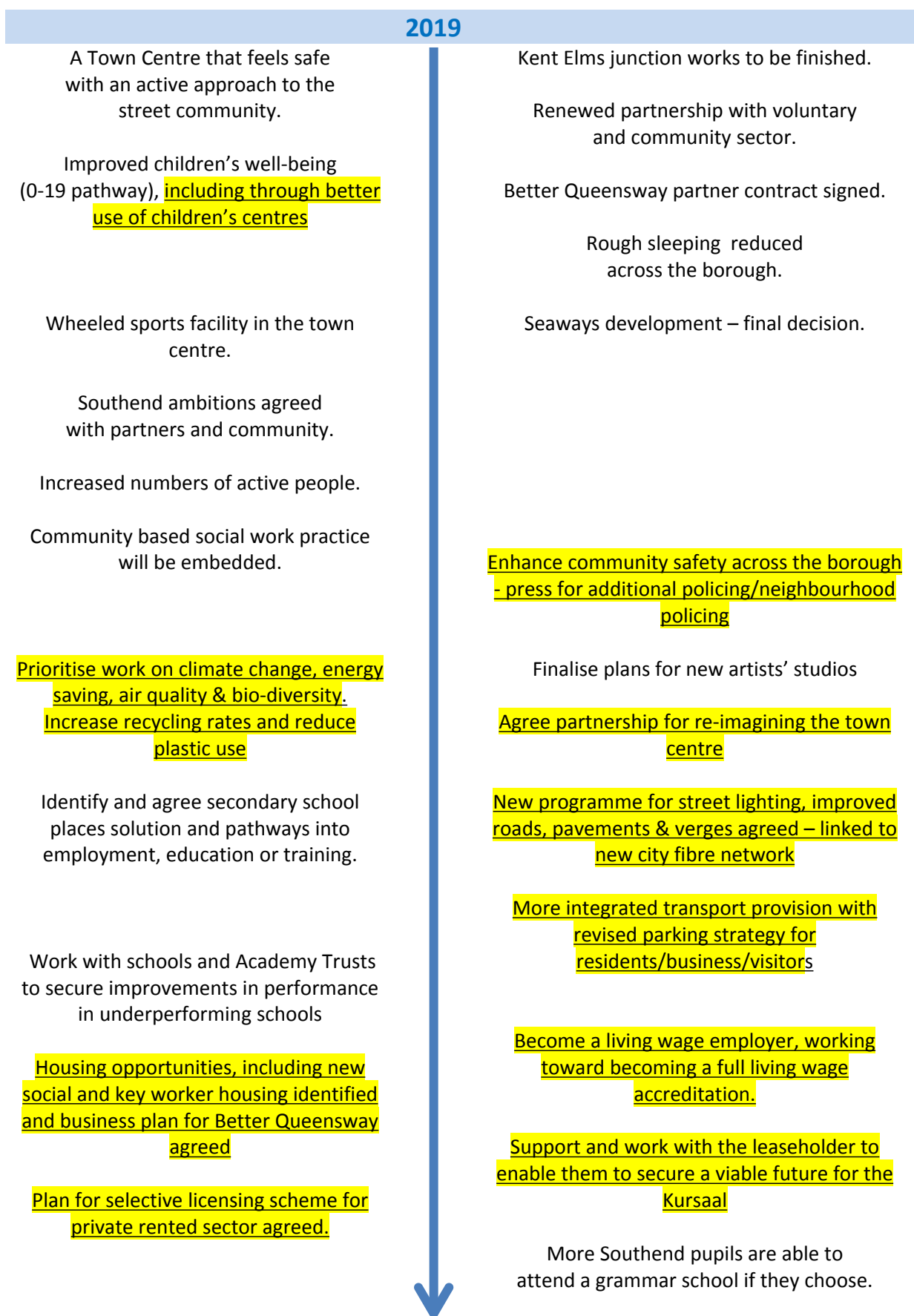
[Southend 2050 Road Map](#)

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.

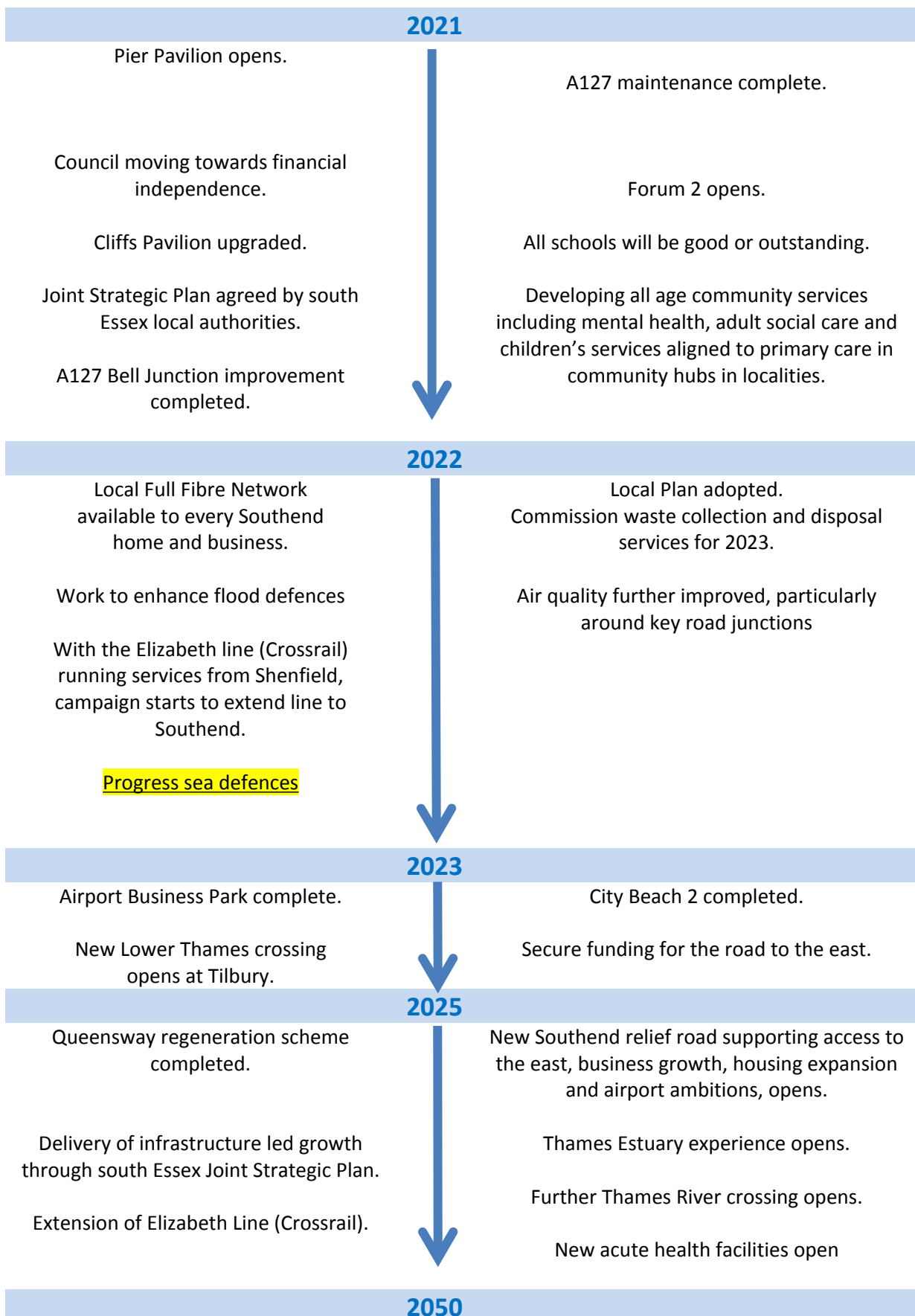
Reviewing and delivering a more integrated
children's pathway across health and social
care to include community paediatrics service.

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.



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

Report of Deputy Chief Executive (Place)

To

Cabinet

On

25th June 2019

**Agenda
Item No.**

6

Report prepared by: Emma Cooney, Director of Regeneration
and Business Development

In-Depth Scrutiny Report – ‘Re-Imagining the Town Centre, in the Context of the Vision for Southend 2050’

Relevant Scrutiny Committee(s): Place Scrutiny and Policy & Resources Scrutiny Committees

Cabinet Member: Councillor K Robinson

1. Purpose of Report

- 1.1. To present the report of the joint scrutiny project – ‘Reimagining the Town Centre in the context of the vision for Southend 2050’. The project report was agreed by Place and Policy and Resources Scrutiny committees in April 2019.

2. Recommendation

- 2.1 **That the recommendations from the in depth scrutiny project, detailed at section 1 of the report, be agreed;**
- 2.2 **That a multi-organisation task and finish group be established in line with the principles set out in paragraphs 3.11-3.14 and that the Director of Regeneration and Business Development be authorised, in consultation with the Cabinet Member for Business, Tourism and Culture to agree membership of the group.**

3. Background

- 3.1 The Place Scrutiny Committee at its meeting held on 9th July 2018 and the Policy & Resources Scrutiny Committee at its meeting held on 12th July 2018, approved the suggestion for a joint in-depth study should be undertaken focussing on various aspects of the Town Centre, in the context of the vision for Southend 2050. (Minutes 112 and 146 refer respectively).
- 3.2 In the context of the Southend 2050 ambition, the main focus of the project was to:
- (i) Reimagine and explore what the future of the town centre might be. This will consider the purpose/function of the town centre, who it serves/could serve and its future in regards to:
- Potential implications of the use of the town centre changing over time on its use, physical layout and environment;

- It's look and feel - how people experience it; and
- It's role in achieving shared outcomes in relation to community, skills, culture, health, housing:
 - (ii) Consider the role of the Council (specifically) and partners (generally) in leading change as well as responding to it;
 - (iii) Identify the aspects of the town centre of the future that the Council can directly influence and those which partners have greater influence over (for example the future role of retail) so as to deliver the reimagined space and activity, and prioritising subsequent interventions;
 - (iv) Establish a framework to support the town centre's evolution ensuring a vibrant and attractive town centre at all stages of change;
 - (v) Establish perceptions and truths about the town centre and consider its future promotion to visitors, residents and investors;
 - (vi) Consider the resilience of the town centre through different scenarios and potential changes.

- 3.3 The town centre is a microcosm of the whole Borough and, as such, a broad range of issues could have been considered in relation to this project. In order to avoid divergence and keep the project to timetable a variety of matters were excluded from the outset as these were being dealt with via the specified processes which were already underway. These included:
- Transport and Parking;
 - Homelessness;
 - Community Safety;
 - Better Queensway;
 - Air Quality;
 - Street Cleansing;
 - Impact of current planning applications.
- 3.4 The Project Team comprised the following Members – Councillors: K Robinson (Chair), B Ayling, K Buck, N Folkard, J Garston, I Gilbert, D McGlone and D Nelson. Councillor C Mulroney also attended meetings of the project team.
- 3.5 Officer support was primarily provided by Emma Cooney (Director of Regeneration and Business Development) and Tim Row (Principal Democratic Service Officer) and additional support was provided from a range of services across the organisation and drew on additional expertise as required.
- 3.6 A "Reference Group" was also established to draw on the expertise, experience and ideas of a diverse group of people connected with town centres. The Reference Group was involved as the scope of the project was set, a mid-way review, and at the end before the report was finalised. The group's role was to sense check proposals, provide expert/sectoral advice, feedback and challenge.

- 3.7 The 2050 Ambition has five themes so evidence roundtables were held for each of these themes with a mix of external specialists and experts alongside Council officers from different disciplines.
- 3.8 An overview of all the evidence sessions held and attended can be found in **Appendix 1** of the final report.
- 3.9 During the course of the study, the Project Team had regard to a variety of publications including the Grimsey Review II, further town centre studies and publications such as the Timpson Review and Centre for Cities: City Centres Past, Present and Future February 2019. The Government also published its plan to support town centres in the autumn of 2018 including the £675m Future High Streets.
- 3.10 The conclusions and recommendations from the review are set out in Section 1 of the final project report. This was agreed on 8th and 10th of April 2019 by Place Scrutiny and Policy Resources Scrutiny Committees respectively (minutes 841 and 864 refer).
- 3.11 The need for a strategic, multi-organisation group to act as an ‘engine-room’ in planning for the long term of the town centre and acting as a catalyst for delivery has been identified through this work. In focussing on the medium-long term strategy and implementation such a group would complement, rather than duplicate, those already established which focus on the operation of the town.
- 3.12 It is proposed that the group be time limited with its priority being building on the findings of the project to establish a strategic approach and implementation plan for a reimagined town centre. This will be presented to the Council for consideration/adoption. In order to develop a plan which sets a new trajectory for the town centre the membership should include representatives of organisations which can bring new and different perspectives and well as key stakeholders and influencers.
- 3.13 The Council has submitted an Expression of Interest to the Future High Streets Fund in relation to the town centre. Should it be progressed to the next stage of assessment the group will have a key role in developing the business case for the final application. The announcement on the outcome of the expression of interest stage is due summer 2019 so preparation in anticipation of that should also be an early consideration of the group.
- 3.14 The size and make-up of the group should ensure that thought leaders, influencers, property and investment interests and users are represented without becoming unwieldy. It should be independently Chaired in recognition that it is a group for the town and that implementation will depend on relationship and collaboration across sectors and organisations.

4. Other Options

- 4.1 To note the report but not progress any of the recommendations. As the town centre features in the Southend 2050 ambition and outcomes this would be

detrimental to progressing delivery of that specific outcome and other related outcomes.

- 4.2 To reprioritise the recommendations in the report using different timescales or indicators.

5. Reasons for Recommendation

- 5.1. To support delivery of the Southend 2050 ambition and outcome that *“we have a fast evolving, reimagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.”*
- 5.2. The report is the result of an in-depth, robust project which has drawn on a range of different sources to understand best practice and specialist, expert insight and apply this to Southend. It has been supported and agreed by both Place and Policy and Resources Scrutiny Committees.

6. Corporate Implications

6.1. Contribution to the Southend 2050 Road Map

The project sought to reimagine the town centre in the context of Southend 2050 and has drawn on the feedback and focus given to the town centre in establishing the ambition and roadmap. It directly contributes to the outcome that *“we have a fast evolving, reimagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.”* It also contributes to a number of other related outcomes:

- *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* – through the recognition of the opportunity for a greater cultural offer in the town centre and how that can shape and enhance experiences and reasons to visit.
- *Our streets and public spaces are clean and inviting* – through recommendations regarding enhancing the street scene, creating a space that residents and visitors want to spend time and which enables other events and activities which invite people into the town centre to take place.
- *People in all parts of the borough feel safe and secure at all times* – through the consideration of secure by design principles and Purple Flag criteria to ensure that new spaces are created to design out crime.
- *We are well on our way to ensuring that everyone has a home that meets their needs* – through the recognition that the town centre offers capacity for additional housing in a sustainable location which offers benefits to the residents and the wider town centre community.
- *We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling* – through the recommendation that sustainable travel is further integrated into the town centre and greening the space is built into future design and investment.

- *The benefits of community connection are evident as more people come together to help, support and spend time with each other* – through the recognition that the town centre is increasingly a space for communities to meet and should be further developed on that basis.
- *A range of initiatives help communities come together to enhance their neighbourhood and environment* – through the recommendations that opportunities for volunteering, events and other activities are brought forward to bring communities together to enhance the town centre.
- *More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity* – through the identification of the town centre as a space for play and improving people's health and wellbeing.
- *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* – through the understanding of the role the creative sector can play in enlivening the town centre as well as growth in commercial space creating additional reasons for people to use the area.
- *Southend is a leading digital city with world class infrastructure* – through seeing how digital can be embraced to not only support retail but art, wayfinding and promotion.

6.2 Financial Implications

The total value of implementation of the recommendations has not been costed. Some could be delivered within existing resources as part of work underway to deliver the Southend 2050 ambition while others could be achieved through reprioritisation of existing resources. There are some actions which must involve partners and their resources. Some of the large, significant interventions would likely require additional funding through borrowing and/or grant funding. To that end an expression of interest has been submitted to the Government's Future High Street Fund for the town centre. Notification as to whether it will be progressed to the second stage is timetabled for summer 2019.

Any proposals for additional investment and/or disinvestment will need to be considered as relevant as parts of outcome delivery plans and our outcome based budgeting approach, as part of Council budget setting and in year financial management.

6.3 Legal Implications

None at this time. In delivering individual recommendations the legal implications of each action would be considered.

6.4 People Implications

It is likely that delivery of the recommendations would require refocussing of officer time.

6.5 Property Implications

None at this time. Some of the recommendations do have property implications and the usual process would be followed at the appropriate time.

6.6 Consultation

The project drew on views and input from a number of different people, listed in **Appendix 1** of the project report including an external reference group. It also considered the Southend 2050 conversation feedback and views of the Youth Council.

6.7 Equalities and Diversity Implications

An Equalities Assessment has not been undertaken on the totality of the project report and individual assessments would need to be undertaken for the various projects and policy changes as part of their development.

6.8 Risk Assessment

A risk assessment has not been undertaken on the project report as, where appropriate, risk assessments would be undertaken in relation into the various interventions.

6.9 Community Safety Implications

The project excluded consideration of immediate community safety concerns but did explore how the longer term development of the town centre could reduce crime through its design and activation.

6.11 Environmental Impact

The project report includes recommendations regarding the environment such as greening of the town centre and supporting sustainable travel.

7. Background Papers

None.

8. Appendices

Project Report “Reimagining the Town Centre”.

Reimagining the Town Centre

Joint Scrutiny Project 2018/19

MARCH 2019



Place Scrutiny and Policy and Resources Scrutiny: Joint Scrutiny Project

Introduction from the Chair

Town centres up and down the country are facing the challenges of changing retail trends, digitisation, socio-economic shifts and cuts to local government budgets. This, however, is not the first time that high streets and town centres have had to adapt to changing circumstances. Over the course of this project we have heard how the retail sector specifically, and town centres more generally, have evolved over time and this is yet another transition point.

Through the Southend 2050 conversation started over the summer of 2018, the Council has heard how important the town centre is to its residents, students, visitors and businesses – the features they value and the aspects they would like to change. Some of these are current issues which are already being addressed through a range of interventions. Others articulated a longer term ambition for the town centre and the role it will play in the future. This has therefore been the starting point for this piece of work – who will the town centre serve in the future and how?

I would like to express my thanks to my Councillor colleagues who formed the project team. This has been an in-depth piece of work requiring a significant time commitment, assimilation of a myriad of information and courageous conversations about a bold future for our town centre. I would also like to thank those who have come on this journey with us including the reference group, witnesses, officers and those who have hosted visits from us. I am grateful for all the time and contributions made to assist us shape this report.

Cllr Kevin Robinson

Chair, Place Scrutiny and the Joint Scrutiny Working Group

March 2019

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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 for a reimagined town centre and a number of recommended actions to help achieve these which have been mapped against the five Southend 2050 Ambition themes and divided into short and medium-long term actions. 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 is one overarching recommendation to which all others are related:

That the short term recommendations are adopted and implemented while the medium-long term recommendations are incorporated into a vision and approach to strategic, coordinated implementation. This approach should include a framework for prioritisation on the basis of impact, influence and investment return.

| Theme | Recommendations | | Short | Med - Long |
|---|-----------------|---|-------|------------|
| Outcome 1 – The town centre is animated by day and by evening | | | | |
| Active & Involved | 1.1 | That the events application process is reviewed with a view to simplification | ✓ | |
| Active & Involved | 1.2 | That an approach to actively managing and curating busking is explored | ✓ | |
| Pride & Joy | 1.3 | That dedicated performance space(s) are explored with the option for them to be curated by local arts organisations. This should include a covered piazza for year-round activity | | ✓ |
| Opportunity & Prosperity | 1.4 | That the ends of the side streets, where they meet the High Street, are pedestrianised (where they aren't already), covered and given an identity with pop-up cafes, entertainment space etc | | ✓ |
| Pride & Joy | 1.5 | That a broad range of public art is used innovatively to animate space on a temporary or permanent basis (which could include digital, sound, light, use of blank walls) and s106 and CIL contributions explored to (co)fund this | | ✓ |
| Opportunity & Prosperity | 1.6 | That temporary and permanent use of vacant buildings is explored for use such as a comedy store, arts and entertainment venue, digital 'supervue' and/or maker spaces | | ✓ |
| Pride & Joy | 1.7 | That a suitably experienced and qualified organisation is commissioned to work with the Council and Southend BID to plan and implement a coordinated approach to animating the town centre and its entrance to the north | ✓ | |
| Pride & Joy | 1.8 | That greater emphasis is given to historic architecture through lighting, trails and addressing buildings which detract from it | ✓ | ✓ |
| Outcome 2 – The town centre offers a range of experiences and reasons to stay | | | | |
| Opportunity & Prosperity | 2.1 | That opportunities for more and better quality employment space (non-retail) are actively pursued and integrated into the town centre | | ✓ |
| Safe & Well | 2.2 | That the Council's policies and financial roadmap actively support more housing in the town centre through the development of new buildings, repurposing of existing and the introduction of further floors above current buildings | ✓ | ✓ |
| Pride & Joy | 2.3 | That existing retail is supported through initiatives such as a shop front scheme | ✓ | |
| Connected & Smart | 2.4 | That Southend's digital capacity is exploited to try to attract retailers trialling concept stores using new technology | ✓ | |
| Pride & Joy | 2.5 | That culture and leisure are key occupiers for new and existing space in the town centre, including the potential for the Thames Estuary Experience | | ✓ |
| Pride & Joy | 2.6 | That the opportunities offered by big screens are exploited with more programmed for the existing screen and sites for further screen explored | ✓ | ✓ |

| | | | | |
|--|-----|---|---|---|
| Pride & Joy | 2.7 | That the principle of creating a 'Cultural Development Zone' in the town centre is explored as an area where policy is supportive of temporary and permanent cultural space, normal restrictions relaxed and investment is targeted | ✓ | ✓ |
| Active & Involved | 2.8 | That the public realm of the town centre is redesigned with seating / space to dwell designed-in and anti-social behaviour designed-out | ✓ | ✓ |
| Active & Involved | 2.9 | That a unit is taken-on on a trial basis in the High Street as part of the Civic/public sector campus for front-facing and some back-office services | ✓ | ✓ |
| Outcome 3 – The town centre provides an environment where people want to be | | | | |
| Connected & Smart | 3.1 | That a new approach to public realm is employed and invested in which uses quality materials of a resilient and easily maintainable nature and which enhance the side streets to the High Street drawing people down them | ✓ | ✓ |
| Active & Involved | 3.2 | That arrival in Southend is made more welcoming with improved wayfinding, including in car parks, and the areas outside Southend Central and Southend Victoria being improved and with clearer direction to the High Street | ✓ | |
| Pride & Joy | 3.3 | That the coastal identity of Southend is reflected in the public realm with the introduction of water features, fountains, play space, public art or other form | | ✓ |
| Active & Involved | 3.4 | That more green space which is well maintained is introduced to the town centre, exploring the potential for a linear park, public square and green walls | | ✓ |
| Active & Involved | 3.5 | That innovative space to play, both physically and cognitively, is prioritised in the public realm, public art and developments in the town centre | | ✓ |
| Connected & Smart | 3.6 | That routes and permeability for sustainable travel are further integrated into the town centre including walking, cycling and electric and emerging technology | | ✓ |
| Connected & Smart | 3.7 | That digital technology is an overt and accessible part of the offer of the town centre | ✓ | |
| Outcome 4 – The town centre is understood and well communicated | | | | |
| Opportunity & Prosperity | 4.1 | That the future of the town centre is predicated housing, community and experience rather than retail-led regeneration while continuing to support the retail sector | | ✓ |
| Pride & Joy | 4.2 | That a unique selling point which is authentic to Southend is established and used at the heart of a campaign to promote the town | ✓ | |
| Opportunity & Prosperity | 4.3 | That a 'heatmapping' exercise is undertaken to better understand people flows and use of the town centre | ✓ | |
| Opportunity & Prosperity | 4.4 | That a baseline and approach to implementation be established | | ✓ |
| Opportunity & Prosperity | 4.5 | That a zoning approach is taken to the town centre through planning policy, asset management and development and that this should incorporate the side streets as well | | ✓ |

| | | | |
|--|---------------------|---|---|
| | and the High Street | | |
| Outcome 5 – The Council leads in relationship | | | |
| Opportunity & Prosperity | 5.1 | That the Council leases and purchases key buildings as appropriate and employs its CPO powers as necessary to create the space for an evolved town centre | ✓ |
| Opportunity & Prosperity | 5.2 | That a landlord and agent forum is established as the arena for discussion about strategic development and partnerships | ✓ |
| Opportunity & Prosperity | 5.3 | That the Council leads and brokers conversations in relation to co-investment, match-funding and new partnerships | ✓ |
| Pride & Joy | 5.4 | That an individual is identified as a cultural ambassador for the town to open new conversations and promote the town's offer | ✓ |
| Opportunity & Prosperity | 5.5 | That the baseline and heatmapping data are used as the basis for a conversation with town centre retailers about opening hours and responding to demand | ✓ |
| Active & Involved | 5.6 | That more opportunities for volunteering in the town centre are identified through existing partnerships | ✓ |

A ✓ in both columns indicates an ongoing or phased approach which starts in the short term but with delivery in the medium to long term

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. The role of the town centre, the need to address current issues and the importance of its evolution to ensure a vibrant and thriving heart of the borough have been a key feature of the feedback to date. As a result the Place, and Policy and Resources Scrutiny Committees agreed to undertake a joint in-depth project for the 2018/19 year at their meetings in July 2018¹. This was agreed full Council on 19th July 2018² and the scope of the project then agreed at scrutiny committee meetings on 8th and 10th October respectively³. The full scope can be found [here](#)⁴ and the main focus on the project is extracted below.

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

(i) Reimagine and explore what the future of the town centre might be. This will consider the purpose/function of the town centre, who it serves/could serve and its future in regards to:

- *Potential implications of the use of the town centre changing over time on its use, physical layout and environment;*
- *Its look and feel - how people experience it; and*

- *Its role in achieving shared outcomes in relation to community, skills, culture, health, housing.*

(ii) Consider the role of the Council (specifically) and partners (generally) in leading change as well as responding to it

(iii) Identify the aspects of the town centre of the future that the Council can directly influence and those which partners have greater influence over (for example the future role of retail) so as to deliver the reimagined space and activity, and prioritising subsequent interventions

(iv) Establish a framework to support the town centre's evolution ensuring a vibrant and attractive town centre at all stages of change

(v) Establish perceptions and truths about the town centre and consider its future promotion to visitors, residents and investors

(vi) Consider the resilience of the town centre through different scenarios and potential changes.

The scope also identified a number of aspects as being out of scope for the project. This was not a reflection of their importance but rather a recognition of the context for the project being the longer-term ambition for the town centre and that in the short term a number of the challenges are being addressed through a range of measures.

These exclusions were:

- **Transport and parking** – this is being considered through the Access and Movement Strategy which will be considered by Cabinet in September 2018.
- **Homelessness** – There is considerable work in place that the Council currently commissions, largely from third sector

¹ Minute 112 of Place Scrutiny Committee Meeting on 9th July 2018 and Minute 146 of Policy and Resources Scrutiny on 12th July 2018

² Minutes 175 and 178 refer

³ Minutes 339 and 370 refer respectively

⁴

<https://democracy.southend.gov.uk/documents/s27573/Draft%20Project%20Plan.pdf>

partners. From Autumn 2018 this work will grow at pace as the Council deploys additional funding secured from the Ministry of Housing, Communities and Local Government's Rough Sleeper Initiative. Additionally the recent publication of the national Rough Sleeper Initiative (August 2018) requires the progression of a local rough sleeper strategy which will be progressed through our local Housing Strategy which goes to Cabinet in November. Other homelessness work is being progressed through our local implementation of the Homelessness Reduction Act (2017) which came into force in April, with additional powers coming on line in October.

development control process and there is a need to avoid pre-determination.

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

3. Southend 2050 and Policy Context

The Southend 2050 Ambition provides the context for this scrutiny project. This is an ongoing conversation which is currently captured in an ambition, roadmap and set of outcomes for the next 5 years based on the feedback and conversations had to date. In the same way that much of the feedback relates to the town centre directly, with specific aspirations as to what it should and shouldn't offer, as well as indirectly, such as valuing green space, so the Southend 2050 outcomes relate to the town centre indirectly and directly, with a specific outcome focusing on it:

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

The project has looked at the town centre through this lens and it has been used to shape and inform its development.

The Southend 2050 Roadmap identifies a number of key projects with milestones in coming years and which will significantly contribute to the identified outcomes. As before some of these relate to the town centre and the scope of the scrutiny project directly and indirectly and therefore provide further context to the project:

Renewed Partnership with voluntary and community sector

Better Queensway partner contract signed

Reimagined town centre with community shared space for arts, music, retail and homes

Better Queensway regeneration and housing scheme starts

Local full fibre network available to every Southend home and business

City Beach phase 2 completed

2019

Wheeled sports facility in the town centre

Seaways development – final decision

2020

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

2020

Estuary 2020 Festival

2021

Forum 2 opens

2022

Local Plan adopted

2023

To give a flavour of the conversations had and ambitions for Southend a set of statements have been produced to help articulate what Southend 2050 means to different people. This feedback from the 2050 conversation to date has been considered as part of the project and is captured briefly below.

| Theme | 2050 Conversation feedback |
|-----------------------------------|--|
| Pride and Joy | <ul style="list-style-type: none"> • We visibly celebrate our heritage and culture • I feel inspired by the arts, culture and attractions that are available year round in Southend • Our town centres and public spaces are clean, attractive, thriving, and reflect our success • Everyone looks after the place |
| Safe and Well | <ul style="list-style-type: none"> • My home suits my needs and is in harmony with the area • We have creatively met housing need while enhancing the character of the area |
| Active and Involved | <ul style="list-style-type: none"> • Southend is known for its warm welcome • Southenders get together regularly – there are plenty of good places to do so • We are developing Southend together – everyone who wants to can be involved to make this happen • Young people feel invested in the future • There is no divide between young and old |
| Opportunity and Prosperity | <ul style="list-style-type: none"> • There is a good balance of quality retail, residential and social space in our town centres • Innovative and easily accessible start-up opportunities are helping new businesses to thrive and develop • It's easy to do business here – bureaucracy is minimal and overheads are affordable |
| Connected and Smart | <ul style="list-style-type: none"> • Lots of opportunities to be in open spaces • Technology/digital connectivity and inclusion • Easy connectivity with minimal barriers, however I choose to travel |

There are a number of other key policies and investments which underpin and support the delivery of the Southend 2050 ambition and the Council's activities, and which relate to the evidence considered by the project team and the resulting recommendations:

- Southend Central Area Action Plan (SCAAP)
- Housing, Homelessness and Rough Sleeping Strategy (2018-2028)
- New Local Plan – in development
- Better Queensway Regeneration
- Forum 2 Development
- Seaways Development
- Local Transport Plan 3
- Sunrise (European funded project)
- LGF bid – S-CATS
- TRIPS

4. Approach

Just as Southend 2050 is a conversation so the scrutiny project has been, with equal emphasis on the process of gathering evidence and the debate had as a result of it, and debate not just between members of the project team but with witnesses, officers and the reference group. Hearing the views of Youth Council members was also important in capturing the ideas and feedback of the next generation.

This approach has varied from traditional scrutiny projects, seeking to complement and reinforce the way in which the shared 2050 ambition is transforming how things are done and shifting the focus to outcomes.

Section 3 of this report sets out the relationship between the 2050 Ambition with this project and this has been interwoven into the approach to the project.

The 2050 Ambition has five themes so evidence roundtables were held for each of these themes with a mix of external specialists and experts alongside Council officers from different disciplines. Information considered at these sessions included examples and case studies of other town centres, relevant local and national policy, local data and trends, and ideas of what might be possible. Exploration of these stimulated debate, questions and ideas from the project team and those attending the sessions, providing different perspectives, challenges to pre-conceived ideas and identifying aspects around which most, if not all, could coalesce.

The challenges faced by town centres generally, and Southend specifically, were also discussed. While the project scope excluded some of the

current challenges (due to there already being work underway so seeking to focus the project on the longer term reimagined town centre) it is vital that others are overcome so as to achieve a vibrant, diverse and thriving town centre of the future. This included the challenges of the long, linear nature of the High Street with too much retail space which is also in the wrong configuration and size; the latent potential of the town – recognising its role as a local centre, a centre of education and a visitor destination; the diffuse land ownership and the limited extent of the land owned by the Council; the perception and practical application of legislation and policy; and the messaging about the town centre – both in terms of awareness of what it offers and the civic pride it does, or doesn't, engender.

Recognising it is very easy to lose long-term ambition to discussion about immediate challenges faced by town centres, and the potential restrictions of possible recommendations, a Possibility Thinking workshops was held early in the process, facilitated by Traverse, to set a tone of ideas, opportunities and aspiration. This used prompts and concepts from other locations and encouraged the project team to draw and map out what those might mean for Southend town centre.

5. Evidence Gathering

As set out in **Appendices 1 and 2**, a wide range of sources were used to understand the opportunities for a reimagined town centre and the different factors which should be taken into consideration when developing an approach to it.

The project heard about a number of towns nationally and internationally which are responding to the challenges in different ways. The findings showed that town centres are not changing beyond all recognition but instead are making adaptations, each with a local flavour, with the introduction of more housing, improved public realm, reductions in the volume and size of retail space, new look work space such as maker spaces and food and beverage offer. But also the spectre of a suggestion that eating and drinking might be peaking in some locations and should be an important facet of vibrant town centres but not the focus of change. There are innovations in the delivery of change in town centres, such as modular additions on top of existing buildings, or new mixed-use buildings which historically might not have been considered conducive to residential accommodation, the local character reflected in unique selling points (USP) which is then translated into social infrastructure and multi-functional public realm.

“High Streets are.... Where commerce and community meet”

Ministry of Housing Communities and Local Government

December 2018

During the project it was useful to reflect on the timescales which can be involved when implementing a vision for a town centre which has assets, resources, community and commercial among the factors to be considered. During the visit to Chelmsford it was commented on that the Bond Street development in the city centre, which opened in 2016, was first set out in the 1984 local plan – the same timescale as now to 2050. Delivering that vision first articulated in 1984 required a plan for implementation, which in this case included land assembly, commercial milestones and a mindset that was focused on what could be delivered. Reflecting on this and other case studies considered during the project the team concluded that that just because such things can seem daunting and be difficult to implement doesn't mean they aren't the right things to do.

The following provides a short summary of the key discussion points and conclusions reached so as to shape and inform the outcomes and recommendations.

Outcome 1 – The town centre is animated by day and by evening

The role of temporary and permanent activity, driven by a culture-led agenda, was an integral part of discussion throughout the project. The principle that this can be used to activate public space, regardless of the time of day, reoccurred throughout the project and various case studies showed how spaces have been created in different places to enable this. It was also recognised that public art, music, events, pop-up activity and the like were a draw and a reason for people using the town to come again and to stay longer. Further, bold art and events can drive self-perpetuating promotion for a place via social media if they feature in the Instagram, vlog and social media posts of those visiting and subsequently capture the imaginations of those viewing the posts.

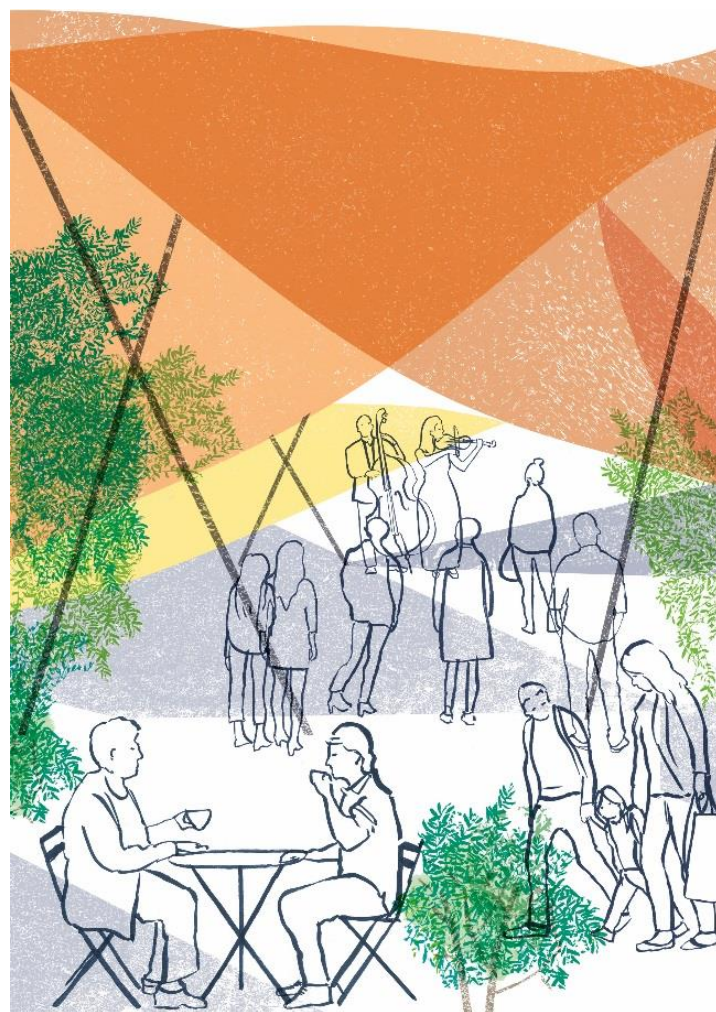
“The sections that particularly resonated with me were the calls for better use of public realm. I very much agree with the 6PM-ish dead zone, where it can feel very intimidating to be in the town centre, especially alone.”

Southend Youth Council Member

The project heard that dedicated spaces to encourage this, beyond those already designated for bookings in the town centre, could be curated by the local arts community, reflecting the wealth and diversity of the cultural and creative sector in Southend. A covered piazza or stretch of the high street could provide year-round space for this and be the catalyst for a ‘zone’ of restaurants, cafes, galleries and other cultural outlets around it. The current events application process was felt to be a deterrent to individuals and organisations wishing to perform or plan an event in the high street so is

an opportunity lost. However, there was also a note of caution about ensuring activity is safe for participants and audiences, and of a quality which further develops pride in Southend and repeat visitors.

The town centre has a very definite day economy and a separate night economy and can be seen to struggle in the transition between the two with shops closing 5.30-6pm leaving a quiet period before the evening activities animate certain parts of the town centre. These quiet periods can be intimidating for those walking through the town centre and are a missed opportunity for more trade, more activity and attracting different audiences and user groups. It is also a time of day considered by the Purple Flag and one which should be looked at as an opportunity to address concerns while exploiting latent potential.



Animating vacant buildings was also linked to this discussion recognising that the Council is not the landowner for much of the town centre, and predominantly highway rather than buildings. Therefore this would require engagement with landowners and agents which is challenging given the diffuse landownership pattern. A forum for engagement about temporary use of vacant premises as well as the longer term implementation plan for the town centre was a suggested mechanism to support this.

Outcome 2 – The town centre offers a range of experiences and reasons to stay

A common theme throughout the project from all witnesses, case studies and evidence, was the acknowledgement that town centres are no-longer driven by retail. However, the retail offer does still serve a local community and is part of the reason why people will use a town centre, but less frequently the sole driver for a visit. Town centre users are more likely to be attracted to a town centre or high street for the totality of the experience that it offers, be that as a space for community, the food and drink offer, culture and leisure activities, or the quality of the environment which wraps around it all. The diversification of the town centre and the quality, rather than volume, of the offer is key. The project team considered how, in the current context of a long, linear high street, this might manifest itself, and notwithstanding the opportunity to physically change the shape of the high street, discussed how policy, investment and property/asset management could be used to support a ‘zoning’ of the town centre to create related ‘quarters’ around a certain use or theme, such as a

residential zone, retail zone, sustainability zone or cultural development zone.

The experience of the town centre and experience led uses are an increasingly significant part of the draw to town centres and can be an illustration of local identity and character. The project team’s visit to the escape rooms in the High Street, EscapeLive, demonstrated how space above retail units can be used differently and add another dimension to the town centre offer. The learning from this visit was that innovative, new experience-led activities work well together, clustering to create an enhanced offer and critical mass that attract people to the town centre for an extended period of time. A result of this is believed to be linked trips, with customers of these experiences shopping in the town centre, which they wouldn’t have otherwise done if they weren’t there for the other activity(s).

“There is already too much retail space in the UK and that bricks and mortar retailing can no longer be the anchor for thriving high streets and town centres. They need to be repopulated and re-fashioned as community hubs, including housing, health and leisure, entertainment, education, arts, business/office space and some shops.”

Grimsey Review 2 2018

The digitisation of retail saw online retail account for 21.5% of the market at the end of 2018 which is inevitably having an impact on the sector. On the one hand there is the increase in people using stores for click and collect and the resulting opportunity for impulse purchases in store, and on the other the reducing need for as many, and as large stores with larger retailers being able to

consolidate their activity around more populated centres while the internet fills the gaps.

Technology can be implemented as a form of public art in the shape of big screens, such as that already at the Forum, where blank surfaces offer the opportunity for other forms of art and local identity to be shown. Several sites in the town centre were considered to have walls where such screens could be installed, including the railway bridge. The project heard that it also presents an opportunity for differentiation, particularly in the case of Southend where smart city aspirations are significant. Globally, in store retailing is starting to use digital to provide customers with a different experience, which may be trying on clothes virtually or building recipes using different items. Utilising the technology infrastructure of the town to understand the user base – where they come from, how they shop – to heatmap the town centre and inform retail, and other, investment decisions and opening hours, as well as it being a basis to attract trial digital concept stores. Technology, however, will not be the only factor for the user, the quality and personalisation of the customer service offered will play a significant role in differentiating someone's experience so they make return visits.

Town centres are still places of employment and commerce, and should continue to be, but increasingly this will not be in retail, and therefore conversations about investment and regulation to allow land and premises to be used differently to create new, high quality employment space are key. This was reinforced by the research of Centre for Cities which shows that weak city centres don't have enough office space and often the space available is of poor quality. On that scale Southend town centre needs to increase the



volume and quality of office space of the right size and configuration to support modern businesses, and the technology to support it. Another aspect of the attraction of commercial occupiers to town centres is the skill base locally as research shows that high-skilled exporters will pay a premium to access benefits offered by city centres.

Businesses and the public sector taking up this space is intrinsically linked with the perceived vibrancy, safety and quality of the surrounding area. Employment space should also recognise the different commercial activity which could be attracted into town centres, such as maker spaces, which can be a source of employment, local identity, upskilling and animation - a draw for users to engage with the production of items.

"high-skilled, knowledge-based jobs are increasingly located in successful city centres because of the benefits on offer compared with other parts of the country. This has sparked a revival in city centre living, as the most vibrant city centres once more offer the lifestyle that residents — specifically young professionals — are looking for."

Centre for Cities, City Space Race

Another reason for being, and spending time in the town centre, which was highlighted through the project was the addition of further residential accommodation. During the course of the project the Council agreed its preferred bidder to progress the Better Queensway regeneration with which will lead to an additional c1,200 homes at the north of the High Street and replacement of the existing 441 homes already there. This not only helps to address the housing pressure the borough is facing but will introduce significant footfall, activity and spend power within the town centre. Case studies explored showed similar new housing developments being brought forward in other locations, particularly focused around sustainable locations such as transport interchanges where associated parking provision was much reduced, or in some cases non-existent. Other examples showed how additional homes can be sympathetically and innovatively included above existing buildings and structures, including the addition of modular homes added as additional floors to existing blocks. During the walking tours of the town centre the project team identified a number of locations which they felt homes could be added, including the travel centre which offers

the potential to be redesigned to incorporate housing above. The introduction of more town centre homes was felt to be vital, however this needs to be in balance with the rest of the town centre, recognising there is a finite amount of space available.

Outcome 3 – The town centre provides an environment where people want to be

As previously mentioned, the environment, in its broadest definition, of the town centre was consistently referred to in case studies, policy exposition and input from external specialists. With a desire for 'experiences' driving peoples' decisions on where they spend time and money, the importance of factors such as quality, perception of safety, sense of community and wellbeing all have a direct effect on the economic and social vibrancy of a place.

The matter of public realm repeated itself through each of the evidence sessions, highlighting the need for it to be of a quality, durability and 'look and feel' that enhances the area; of a configuration that not only encourages people to dwell but also assists with wayfinding, supporting sustainable travel; and of the opportunity it presents as multi-functional space. The need to re-surface the High Street on a phased basis and in-line with the regeneration of the area was felt to be important. Case studies and examples were considered where the public realm investment has created multi-use space, designed to deliver a range of outcomes. For example linear parks which introduce greenery to an urban environment as well as colour and a space to play and dwell. The health and wellbeing benefits of green space are well recorded as well as its impact on air quality

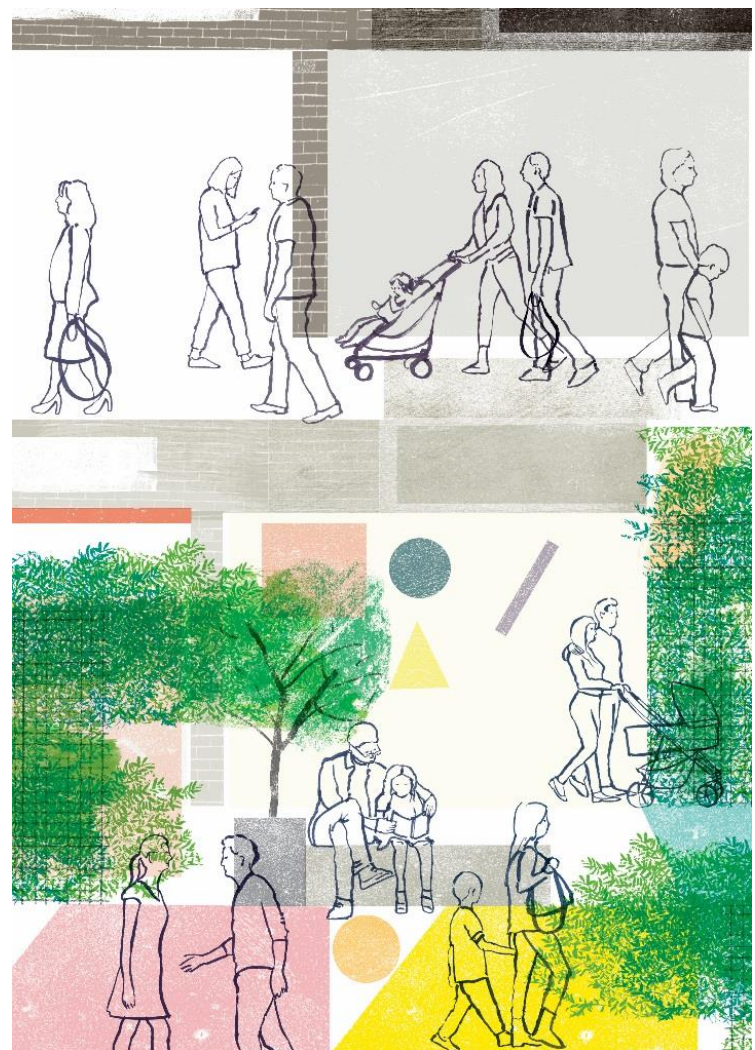
"The public realm of our town centres is critical in creating successful and prosperous places. It offers the connective space for activities to draw people and it forms the social spaces we crave. Public realm will always offer what online retailing cannot: a social experience and the opportunity to meet others in a well-tempered environment, designed to bring urban and natural worlds into a harmonious relationship, capable of sustainably supporting human wellbeing."

Ben Derbyshire, President of RIBA

and sense of space. Other examples considered the role of public art in creating an environment which tells some of the identity of the place while also being space to play, or a light display to be enjoyed of an evening, or sound or digital display which lead people to explore another part of the town. Similarly it was recognised that lighting has a role to play in ensuring space feels safe of an evening and that this could take the form of public art as well as more traditional lighting. Greening the town centre, creating space to play – physically and cognitively - and innovative use of public art were all agreed as priorities for the town centre; stimulating the senses and inviting people to come and enjoy.

It was considered important that through creating an environment for the town centre that the identity interwoven into it is one which authentic and true to Southend. The juxtaposition of the town centre with the coast, and Southend's greatest icon, the pier, were felt to be vital to this with the suggestion of the use of water in the high street linking the two intellectually and emotionally, while improved public realm links them physically drawing those

visiting the seafront into the town centre and vice versa. Similarly Southend's heritage was considered something to be proud of and emphasised in the town centre by making more of the architecture seen above shops, drawing the eye upwards through lighting, festoons, heritage trails and the like, while activating blank walls and spaces to make more of them and tell more of Southend story.



Above all it was identified that town centres are about people and creating a space that they not only want to spend time in but care about and take ownership of. It was recognised that the active involvement of residents, employees, students and

visitors in the design and creation of spaces, as has been recently done through the Council's **Sunrise** project for part of London Road, is vital if they are to be spaces that people identify with, enjoy spending time in and are proud of to the point that they play a role in maintaining them.

This could be people volunteering with Make Southend Sparkle to support the High Street spring clean, or other community and voluntary groups which engage with different aspects of the town centre, or simply individuals making sure that they, and others, put litter in the bins provided. Ownership of the space resulting in small steps and marginal gains. Moreover it was felt that the role of young people in this was integral to this as not only will it be a town centre that they, and generations following them, will use and enjoy, but they have different priorities and expectations to the generations which have gone before them. The Key Cities conference reflected that younger generations will go away for a weekend in the UK in search of an experience, while the 2050

"I think having a piece of public art as a landmark somewhere in the town centre would be a great draw for visitors. Especially with young people, social media is really important at the moment, how easy it is to show the world you're having a good time can be a motive for visiting a place – it's all about instagramming yourself in front of something novel, a landmark or an experience."

Katie Gardener, Graduate Management Trainee

feedback demonstrated their concern for others and the environment.

Outcome 4 – The town centre is understood and well communicated

The case studies and reports considered as part of the project all demonstrated the importance of truly knowing the town centre and being able to tell its story so that its evolution is authentic, and intervention and investment are based on fact and evidence. Part of the work of the project has been to uncover some of the unknowns about Southend town centre, such as the land ownership along the High Street which has been found to be diffuse with over 270 owners and the Council's primary landholding being the highway and car parks. Having this information is significant in understanding what strategic conversations about land and space might need to look like.

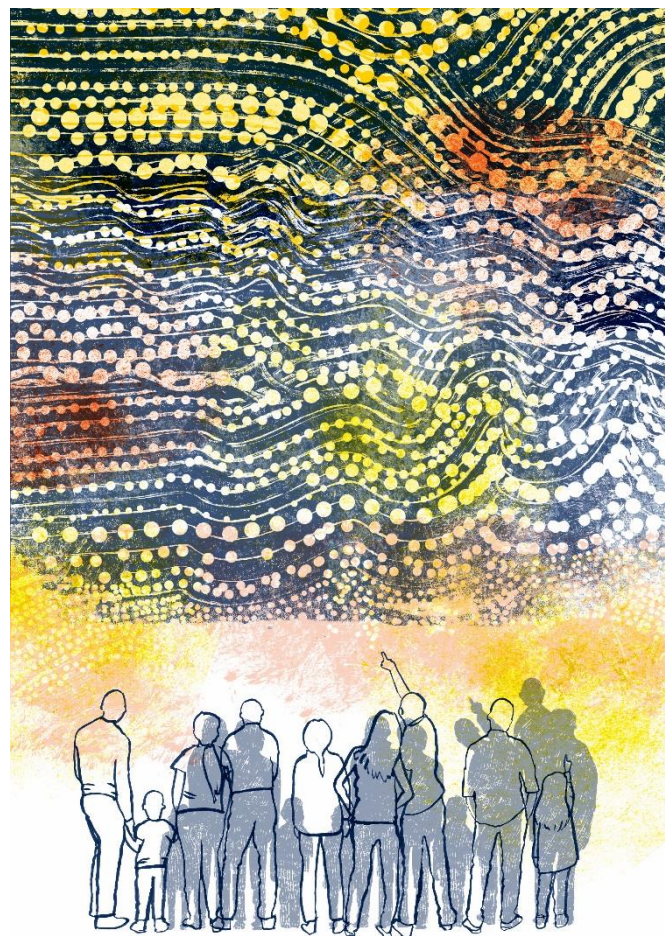
Similarly there is an ongoing need to further understand the current trends as well as being able to predict future ones. The project team heard how technology can be used to support a reimagined town centre; 'heat-mapping' visitor flows, the role and influence of technology on their movements and dwell time, demographics and footfall. Having such information could not only inform the Council's decisions, particularly when overlaid with other data, but could also be used to attract new investors to the town, opening up conversations with those not already in Southend to understand what would attract them to the town while demonstrating to them what the town offers and how it operates. Such data would also be crucial for developing a town centre implementation plan. The Institute of Place Management study of factors which influence

vitality and viability⁵ found 201 factors that affected the performance of town and city centres, demonstrating their complexity and the need to understand them.

Not only is it important to understand the town centre with the support of robust evidence, it is equally important to communicate it. The Southend 2050 conversation feedback highlighted the importance of the town centre to those who responded, both in terms of challenges they wish to see overcome and aspirations for the future. In this context it was felt to be important that a new narrative about the town centre is developed recognising the multiple roles it performs as a local centre, education hub, visitor destination and location for investment. The need for this to be authentic to Southend resonated with the evidence, building on what it's known for, rather than trying to be something it's not.

In developing this narrative and what it means for an implementation plan it must recognise the different dimensions explored through this project, for example that, throughout all the changes, the town centre will continue to have a role in meeting the needs of a local, and growing community. There is a large number of residents who live within walking distance of the town centre and for whom it is the first stop for goods and services, and this will grow with Better Queensway and further housing development. It should also take into consideration that the town centre and high street mean something very different to young people than to older generations, their views and

aspirations must be incorporated, attracting young people to live, work, and socialise in the town centre.



Finally, in establishing the town centre's story it must seek to set itself apart from others, identifying and understanding its unique selling point, and in doing so should take learning from this project into account. Evidence received and the 2050 ambition both reflect that people relate to Southend's sense of fun which historically has been associated with the seafront but is interwoven through other experiences. This, coupled with the emphasis through this project on space to play and the role of future generations, could mean it sets out to be the UK's first play-friendly town centre. Similarly culture was also considered to be a key component of the town's development as a growing sector for employment, a key driver of experiences and an attractor and differentiator. Also the relationship between the

⁵ <http://www.placemanagement.org/special-interest-groups/managing-places/town-and-city-centresdowntowns/town-centre-policy-and-research/hsuk2020/>

town centre and education with a significant student population and two major education institutions which it was felt aren't highlighted enough in promoting the town. The project concluded that there are a number of strengths which can and should be played to in this regard.

"The most important questions a developer will ask in looking at a new development opportunity are: is the local authority behind the project, and is there strong meaningful leadership to support its delivery of a number of years to fruition"

David Atkins

Chief Executive, Hammerson

Outcome 5 – The Council leads in relationship

The project team heard that the Council needs to take the lead as the catalyst for change in the town centre, a message repeated by various sources. Multiple witnesses directly referred to the expectation from investors and the development industry that Local Authorities should take the lead in the conversation. That Councils are considered to be in a unique position to lead and coordinate activity around the town centre, more so than any other stakeholder with the breadth of responsibilities, powers and different aspects of funding and finance. Powers such as compulsory purchase, responsibilities across the public realm not just for maintenance but for space which encourages healthy and active lifestyles, and the ability to use resources to deliver outcomes which are about more than just financial return. The value of cross-party leadership was also

emphasised so as to provide certainty if others are to invest.

It was also recognised that the Council cannot do it alone. It needs the buy-in, support, ideas and investment of time and resources from a range of different stakeholders if a town centre vision and implementation plan are to be meaningfully and successfully delivered. In the case of Southend the Council is not a strategic landowner so has limited direct influence on the use of buildings and the rents paid by occupiers. If the sort of change explored through this project is to be implemented the Council must use its ability to convene, bringing together landowners and agents for strategic conversations about the future development and uses of the town centre, as well as the short term opportunities to animate and activate the space to everyone's benefit. Over the course of two walkabouts of the town centre a number of buildings were felt to be out of keeping with the desired look and feel for the area or identified as 'blockers' to the creation of improved public realm, connectivity or new opportunities.

Similarly the project team felt there was a role for town centre ambassadors; people who would take the lead in garnering the support and telling the Southend story, such as a cultural 'heavyweight' who would be able to lend their weight to the cultural development of the town. Local advocates for community engagement developing new relationships and encouraging participation in co-production as well as a shared sense of responsibility for the town centre, manifested through volunteering and support. Business peer to peer conversations changing the way land, premises and uses are shaped so as to maximise activity and opportunity.

Finally this shared vision and leadership must be communicated clearly and coordinated through an implementation plan which sets out how the vision is going to be delivered, what the priorities are, the desired impact, influences and investment. Such an approach not only ensures that resources are prioritised where they can make the greatest impact but gives confidence locally and further afield.



6. Methodology

6.1 Process

The Project Team was agreed to be constituted of Councillors: K Robinson (Chair), B Ayling, K Buck, N Folkard, J Garston, I Gilbert, D McGlone and D Nelson. By agreement with the Chair Cllr Mulroney joined the Project Team on their consideration of the evidence presented over the course of the project.

The project drew on a wide range of evidence from a variety of sources as the Project Team sought to explore and understand what factors might be vital to a reimagined town centre.

The Project Team was supported by a number of officers from across the Council who can be found listed in **Appendix 1**.

Evidence roundtable sessions were held aligned to the Southend 2050 Ambition and themes. These were facilitated by officers with subject specific knowledge while also benefitting from input from external witnesses.

Learning from other places in regards to best practice, the factors considered and journey taken was considered to be an important aspect of the project. This was undertaken through a site visit, a virtual visit and a range of case studies in the context of different themes as set out in **Appendix 2**.

The Project Team also made two visits to Southend town centre, one by day, and another by evening, to consider the area through the lens of the project and the different factors at play.

The project commenced following the publication of the Grimsey Review II, reflecting its conclusions around local leadership. This was the first of multiple documents reviewed during the course of the project. Further town centre studies and publications have been issued while the project has been in train, such as the Timpson Review and Centre for Cities: City Centres Past, Present and Future February 2019. These have also been considered, recognising the stage of the project's development at the time of publication. The Government also published its plan to support town centres in the autumn of 2018. The £675m Future High Streets Fund opened its call for Expressions of Interests 26th December 2018 and closes 22nd March 2019. The extensive research and engagement undertaken by this project should be used to support an application to the fund and as a basis for engagement with other facets of the Town Centre package such as the Town Task Force when it is established spring 2019.

An overview of all the evidence sessions held and attended can be found in **Appendix 1**.

6.2 Reference Group

A Reference Group was established in line with the project scope agreed in October 2018. The group members were selected to represent a broad mix of stakeholders, expertise and experience in relation to the town centre. The reference group was constituted of representatives of the following organisations and sectors: Southend BID, University of Essex, Citizens Advice Bureau, Commercial Property sector, Culture and Creative sector, digital sector, and a resident, in line with the requirement of the scrutiny committees.

The initial project scope was shared with the Reference Group for comment at the start of the project and a meeting held to discuss the project and its approach with Reference Group members. At the start of 2019 a mid-project summary was shared with the Reference Group to review the evidence received to date and the emerging messages. At the end of the project a copy of the draft report was shared with the group to consider the recommendations made and for final review. At this point the report was also shared with the Youth Council so as to be able to take their views into account before finalising the report.

Members of the Reference Group were also invited to attend a number of the evidence sessions held during the project's span including a meeting to consider the Government's consultation on planning reform, a presentation from Centre for Cities, the Key Cities Town Centre conference and the Local Plan consultation event for the town centre.

The Project Team expressed their thanks to the reference group members for their time and contributions.

Appendix 1

Summary of Evidence

| Evidence | Date | Attendees |
|--|------------|---|
| Overview & Grimsey Review | 18/10/2018 | Cllrs Robinson, Ayling, Buck, Folkard, D Garston (for J Garston) and D McGlone and Arscott (observing) Officers: Emma Cooney, Tim Row |
| Reference Group Meeting & Consideration of planning consultation: <i>Planning Reform - Supporting the high street and increasing the delivery of new homes</i> | 13/11/2018 | Cllrs Robinson, Jones (for Cllr Gilbert), Ayling, Nelson, Folkard, McGlone Reference Group Members: Southend BID, University of Essex, Citizens Advice Bureau, Sorrell Property Agents, Revive Digital, town centre resident Officers: Emma Cooney, Tim Row, Claire Victory, Chris Burr |
| Centre for Cities Presentation | 3/12/18 | Rebecca McDonald and Anthony Breach (Centre for Cities) Cllrs Robinson, Ayling, J Garston, Folkard and McGlone Officers: Emma Cooney, Chris Burr, Tim Row |
| Chelmsford Visit | 3/12/18 | Stuart Graham and Spencer Clarke (Chelmsford City Council) Cllrs Robinson, Folkard, McGlone, Ayling and Garston Emma Cooney, Tim Row, Paul Jenkinson |
| Possibility Thinking workshop | 4/12/18 | Rob Francis (Traverse) Cllrs Robinson, Buck, Nelson, Folkard, Gilbert, McGlone and Mulroney Officers: Emma Cooney, Tim Row |
| Virtual Visit to Altrincham | 7/12/2018 | Martin Ledson (Trafford Council) Cllrs Robinson, McGlone, Folkard and Ayling Officers: Emma Cooney, Tim Row, Chris Burr |
| Evidence Session 1: Pride and Joy | 17/12/2018 | Cllrs Robinson, Buck, Gilbert, J Garston and Mulroney Officers: Scott Dolling, Emma Cooney, Tim Row |
| Evidence Session 2: Safe and Well | 21/1/2019 | Cllrs Robinson, Folkard, Nelson, McGlone, Gilbert, J Garston and Mulroney Marcus Wilshire (IBI) Officers: Tim Holland, Simon Ford, Carl Robinson, |

| | | |
|--|------------|--|
| | | Drew Jones, Mark Murphy, Tim Row, Emma Cooney, Jeremy Martin |
| Evidence Session 3: Active and Involved | 23/1/19 | Cllrs Robinson, Gilbert, Folkard, J Garston, McGlone and Mulroney Alison Dewey (Southend BID), Dennis Baldry (Southend BID), Ross McGrane (Little Smash Comedy) Officers: Krishna Ramkelawon, Paul Jenkinson, Kamil Pachalko, Emma Cooney, Tim Row |
| Key Cities Conference | 29/01/2019 | Emma Cooney; Alison Griffin |
| Local Plan Consultation | 5/2/2019 | Cllrs Robinson, JGarston, Folkard and Mulroney Officers: Emma Cooney, Tim Row |
| Town Centre Walkabout and visit to Escape Live (Day) | 5/2/2019 | Cllrs Robinson, J Garston, Folkard and Mulroney Officers: Emma Cooney, Tim Row |
| Evidence Session 4: Opportunity and Prosperity (1) | 5/2/2019 | Cllrs Robinson, J Garston, Folkard and Mulroney Steven Norris (Lambert Smith Hampton) Murray Foster (Southend Business Partnership) Officers: Bridgette Cowley, Chris Burr, Marzia Abel, Alison Dewey, Alan Richards, Tim Row, Emma Cooney |
| Evidence Session 4: Opportunity and Prosperity (2) | 5/2/2019 | Cllrs Robinson, McGlone, J Garston, Buck, Folkard, Gilbert and Mulroney Tim Johnson (Cushman & Wakefield) Officers: Emma Cooney, Marzia Abel, Alan Richards, Tim Row, Chris Burr |
| Evidence Session 5: Connected and Smart | 07/02/2019 | Cllrs Robinson, Ayling, Gilbert, Folkard, McGlone and Mulroney Officers: Peter Geraghty, Neil Hoskins, Nick Corrigan, David Cummings, Katie Gardener, Emma Cooney, Tim Row |
| Town Centre Walkabout (evening) | 18/02/2019 | Cllrs Robinson, Nelson, Folkard, McGlone and Mulroney Officers: Emma Cooney, Carl Robinson, Tim Row |

Appendix 2

Location Case Studies

Throughout the project a range of locations undertaking activity in relation to their town centres were explored as case studies. The consideration of each location varied; some as illustrations of a particular aspect of town centre investment and intervention, others were more in-depth to understand their focus, approach to planning town centre change, mix of interventions, funding and impact. This has provided a rich mix of ideas, provocations and debate to support this report. These were:

- Almere, Netherlands
- Altrincham
- Barnsley
- Basildon
- Bournemouth
- Bude
- Camden
- Chelmsford
- Great Yarmouth
- Hemel Hempstead
- Hull
- Kings Cross
- Kingston
- Lambeth
- Lisburn
- Newbury
- Newport
- Norwich
- Nuneaton
- Streatham
- Stevenage
- Slough
- Superkilen, Copenhagen, Denmark
- Worthing
- Woking

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (Place)

to
Cabinet

on

25th June 2019

9

Report prepared by: Adam Penn,
Regulatory Services Manager

Licensing Act 2003 – Review of Statement of Licensing Policy

Relevant Scrutiny Committee(s)
Executive Councillor: Councillor Terry
Part 1 (Public Agenda Item) / Part 2

1. Purpose of Report

- 1.1 To set out the legal obligations on the Council, acting as Licensing Authority, and the timetable for the review of the Licensing Policy.
- 1.2 To set out a draft revised Policy Statement, as the basis for formal consultation. (This is contained in Appendix 1).

2. Recommendations

- 2.1 That Cabinet endorses the draft revised Policy document, enabling consultation to commence.**

3. Background

- 3.1 Each Licensing Authority must, in respect of each five year period:
 - a) Determine its policy with respect to the exercise of its licensing functions; and
 - b) Publish a statement of that Policy (A "Licensing Statement") before the beginning of the period.
- 3.2 The Council's Statement of Policy under the Act was approved in December 2014, and came into force on 7th January 2015. It is thus imperative that the Council undertakes the review process and publishes its Statement of Policy before the beginning of 2020.
- 3.3 The Act requires that the policy is kept under constant review and amended before the statutory period ends where significant change is identified.
- 3.4 In the event a new policy is adopted 'mid-term' a new 5 year period commences.
- 3.5 Before determining the Policy for each five year period, the Licensing Authority must consult:

- a) The Chief Officer of Police for the Licensing Authority's area;
 - b) The Fire Authority for that area;
 - c) The Director of Public Health for the Licensing Authority's area;
 - d) Such persons as the Licensing Authority considers to be representative of the holders of Premises Licences, Club Premises Certificates and Personal Licences issued by the Authority, and
 - e) Such other persons as the Licensing Authority considers to be representative of businesses and residents in its area.
- 3.6 The existing Policy Document utilises a format developed by Essex Licensing Officers, in an effort to promote consistency across the county.
- 3.7 Licensing authorities are required to have regard to the statutory guidance produced by The Home Office under Section 182 of the Act, and this forms the foundation of each Local Authority Licensing Policy Document. The contents of the guidance have been taken into account in preparing this report, and in setting out the proposed amendments to the Council's Policy Document.

3.8 Proposed Changes

The following additions have been made to the draft policy

- a) New paragraph emphasising the role of planning as a responsible authority. (section 1.6)
- b) Reference to the Council's 'Tackling Harmful Behaviours Strategy'
- c) Enhanced list of factors for applicants to consider when they are addressing the 'Licensing Objective' of 'The prevention of Crime and Disorder' (10.2). This will better enable the Licensing Authority to consider the impact that the venue will have on the local area, in a similar way to consideration of Cumulative Impact. However, as there is currently no Cumulative Impact element to the Policy, in each case it would be incumbent on the person making the representation to provide relevant evidence of Cumulative Impact.
- d) Strengthening of the expectations on Licensee's in respect of potential nuisance or disorder caused by the operation of their business or the location it is in. (10.4-10.7). This is in direct response to issues being experienced at particular venues and will enable the Licensing Authority to take appropriate formal action in response to concerns of local residents.
- e) New section on external area's attached to licensed premises highlighting control measures available to licensees. (12.6) This is in direct response to increased complaint levels from residents living close to licensed premises, particularly pubs and bars and will enable the Licensing Authority to take appropriate formal action in response to concerns of local residents.
- f) New paragraph on gaming machines in pubs. (13.9) the Gambling commission test purchased 100 pubs nationally in 2018. 88 of them allowed an underage person to play the machines without challenge.
- g) New section outlining police and local authority powers and the procedure when premises are associated with serious crime. (18.5-18-14).
- h) New section guiding applicants towards the 'MySouthend' app.

4. Other Options

There are no other options. Failure to fully consult on the draft policy, or publish the final policy by 7th January 2020, would put the Council in breach of its statutory duty under the Act.

5. Reasons for Recommendations

To enable The Council to comply with its statutory duty to publish a timely Statement of Policy in accordance with the provisions of Section 5 of The Licensing Act 2003

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The Council's ambition of 'Safe and Well' is supported by the 'licensing objectives' of the Act. The development of a licensing policy establishes how the council will determine applications therefore supporting the 'Opportunity and Prosperity' ambition.

The Licensing Policy is a delivery mechanism for the Harmful Behaviours Strategy which is a key outcome for 'Safe and Well'.

6.2 Financial Implications

The annual licence fees, set by Central Government, form part of the overall budget for the Council.

6.3 Legal Implications

Failure to fully consult on the draft policy, or publish the final policy by 7th January 2020, would put the Council in breach of its statutory duty under the Act.

6.4 People Implications

No people implications

6.5 Property Implications

No property implications

6.6 Consultation

Following consideration by Cabinet, it will be necessary to commence full public consultation on the draft. The consultation period will be 6 weeks, followed by assessment of responses and formulation of a final report and final policy document revision. These documents would need to progress through Cabinet in November and to Council in December 2019. (See section 3.5 above).

6.7 Equalities and Diversity Implications

The Policy document has been drawn up in accordance with the requirements of the legislation and the detailed measures contained in the statutory guidance to licensing authorities. An equalities assessment will be undertaken to take account of responses to the consultation process.

6.8 Risk Assessment

Failure to fully consult on the draft policy, or publish the final policy by 7th January 2020, would put the Council in breach of its statutory duty under the Act. Reducing our ability to fully deliver Harmful Reduction Strategy.

6.9 Value for Money

The annual licence fees, set by Central Government, form part of the overall budget for the Council.

6.10 Community Safety Implications

The control of crime and disorder and the prevention of public nuisance are key elements in the effective administration of the legislation.

6.11 Environmental Impact

None

7. Background Papers

The Licensing Act 2003 and associated Regulations
The Home Office Guidance to Licensing Authorities, April 2018 edition.

8. Appendices

Appendix 1 -Statement of Licensing Policy – Draft Revision.



LICENSING ACT 2003 LICENSING POLICY 2020 – 2024

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APPENDICES

- Appendix A - Contact details for the Licensing Authority and Responsible Authorities
- Appendix B - Scheme of delegations

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1.0 PRELIMINARY MATTERS

1.1 This Statement of Licensing Policy sets out the principles by which Southend-on-Sea Borough Council intends to discharge its functions as the Licensing Authority under the Licensing Act 2003 (referred to in this document as 'the Act')

1.2 The Licensing Authority is responsible for the consideration of applications for the grant of premises licences, club premises certificates, personal licences and processing temporary event notices in respect of the sale and/or supply of alcohol and the provision of regulated entertainment and late night refreshment. References in the text to licensed premises should be taken to include club premises, unless the context otherwise requires.

1.3 The planning and licensing regimes involve consideration of different (albeit related) matters. Licensing Committees are not bound by the decisions made by a Planning Committee and vice versa.

1.4 There is no legal basis for a Licensing Authority to refuse a licence because the relevant premises does not have planning permission or where there are conditions on the planning permission of a premise.

1.5 The Licensing Authority liaises with the Planning Authority to ensure they are aware of all new and varied premises licence and club premises certificate applications. This is achieved via a weekly email. This procedure is in addition to the statutory requirement for all applicants to provide a copy of their application to the Planning Authority.

1.6 Applicants are advised that the Planning Authority is a Responsible Authority under the 2003 Act and is able to make representations against all applications on planning grounds relating to, inter alia, public nuisance, and thereby make representations regarding opening and closing hours, and in respect of any of the 4 overriding objectives of the Licensing Act 2003.

1.7 There are circumstances when as a condition of planning permission, a terminal hour has been set for the use of the premises for commercial purposes. Where these hours are different to the licensing hours granted, the earlier closing time must be observed. Premises operating in breach of their planning permission would be liable to enforcement action from the planning department even in circumstances where the licensing permission allowed a later terminal hour.

2.0 DESCRIPTION OF THE BOROUGH

2.1 The Borough of Southend-on-Sea is a densely populated area and has numerous licensed venues and fast food outlets. In many cases, those premises are situated near to residential areas.

2.2 There is a large range and scale of entertainment/alcohol establishments in the town. The development of South Essex College and the University of Essex is having an impact upon the existing infra-structure and town centre facilities.

2.3 The seafront, particularly the central area with its mix of public houses, entertainment establishments, amusement facilities and late-night fast food outlets, is an area drawing large numbers of visitors.

3.0 STATEMENT OF LICENSING POLICY

3.1 The Licensing Authority is required by the Act to publish a Statement of Licensing Policy which contains the principles it proposes to apply when exercising its functions under the Act.

3.2 This policy must be reviewed and published every 5 years. The Policy must also be reviewed from 'time to time' and any proposed amendments and/or additions must be subject to fresh consultation. The new policy must then be published.

3.3 This Policy takes effect on 31st January 2015 **2020** and replaces the Policy previously in force.

4.0 CONSULTATION

4.1 In producing this Policy, the Licensing Authority carried out an extensive consultation programme between **???** and **???**

4.2 The Act requires that the following parties are consulted by the Licensing Authority:-

- (a) the chief officer of police for the licensing authority's area,
- (b) the fire authority for that area,
- (c) the director of public health for the licensing authority's area,
- (d) such persons as the Licensing Authority considers to be representative of holders of premises licences issued by that authority,
- (e) such persons as the Licensing Authority considers to be representative of holders of club premises certificates issued by that authority,
- (f) such persons as the Licensing Authority considers to be representative of holders of personal licences issued by that authority, and
- (g) such other persons as the licensing authority considers to be representative of businesses and residents in its area.

4.3 In addition, the Licensing Authority chose to consult additional local groups and individuals namely:

- Responsible Authorities under the Act
- Other elements of local government
- Organisations, including faith groups and voluntary organisations, and the Citizens' Advice Bureau;
- Groups which have an influence on the night time economy.

5.0 APPROVAL OF POLICY

5.1 This policy was approved at a meeting of the full Council on **??? 2019** and was published via its website simultaneously. Copies are available on request.

6.0 EXCHANGE OF INFORMATION

6.1 The Licensing Authority is under a duty to protect the public funds it administers, and to this end may use for the prevention and detection of fraud the information provided by applicants. It may also share this information for these purposes with other bodies responsible for auditing or administering public funds.

6.2 In accordance with the provisions of the Crime and Disorder Act 1998, The Licensing Authority may exchange information provided by applicants with law enforcement agencies for purposes connected with the prevention and detection of crime.

7.0 PUBLIC REGISTER

7.1 The Licensing Authority keeps a public register which may be inspected at the offices of the Licensing Authority on Mondays to Fridays (except bank and public holidays) between 10am and 4.00pm. Regulations prescribe what information should be kept in the register. Alternatively the register can be viewed online on www.southend.gov.uk

7.2 The Licensing Authority publish details of applications on the Councils website www.southend.gov.uk

8.0 COMPLIANCE and ENFORCEMENT

8.1 In exercising its functions with regard to the inspection of premises and to the institution of criminal proceedings for offences committed under the Act, or the calling of a licence review, the Licensing Authority will follow best practice. This requires that actions should be-

- Proportionate - intervention will only take place when necessary. Remedies shall be appropriate to the risk posed and costs identified and minimised.

- Accountability - the Licensing Authority shall ensure it is able to justify its decisions and be subject to public scrutiny
- Consistent - rules and standards shall be joined up and implemented fairly.
- Transparent - enforcement shall be open and regulations kept simple and user friendly.
- Targeted - enforcement shall be focused on the problems and minimise side effects.

8.2 The Licensing Authority will endeavour to avoid duplication with other regulatory regimes, so far as is possible, and will adopt a risk based inspection programme.

8.3 The main enforcement and compliance role of the Licensing Authority is to ensure compliance with the licences and permissions it authorises. Where appropriate we may conduct joint inspections of licensed premises, or premises which may need a licence, in conjunction with other enforcing authorities.

8.4 Where appropriate complaints will be investigated in accordance with the stepped approach outlined in the Regulatory Services Enforcement Policy. In the first instance we encourage complaints to be raised directly with the licensee or business concerned.

8.5 The Licensing Authority will keep itself informed of developments as regards the work of the ~~Better Regulation Executive~~ **Department for Business, Energy and Industrial Strategy** in its consideration of the regulatory functions of Local Authorities.

8.6 The Licensing Authority will take account of the outcomes and ambitions of The Council's 'Tackling Harmful Behaviours Strategy' where appropriate.

~~8.6~~ **8.7** The Licensing Authority's enforcement/compliance protocols are available on request, as are details of the risk-based approach to inspection.

9.0 INTRODUCTION TO THE ACT

9.1 In exercising its functions under the Act, the Licensing Authority must have regard to and promote the 4 licensing objectives namely:

- The prevention of crime and disorder
- Public safety
- The prevention of public nuisance
- The protection of children from harm

9.2 Applicants are advised to consider providing evidence that suitable and sufficient control measures, as detailed in their operating schedule, will be implemented and maintained relevant to the nature and mode of operation of their premises and events

9.3 The Licensing Authority has certain expectations in respect of applicants and the operating schedules they produce. It is for applicants to decide on the extent of measures to be set out in their operating schedules but when assessing applications the Licensing Authority must be satisfied that the measures proposed aim to achieve the licensing objectives, as far as is possible.

9.4 Duplication with other regulatory regimes should be avoided. In particular, applicants should have regard to the fact that the Local Authority's licensing function will be discharged separately from its functions as the local planning authority. Normally, applications for premises licences for permanent commercial premises should be from businesses with planning consent for the property concerned.

9.5 This policy covers a wide variety of premises and activities and for this reason it cannot detail all the factors which influence the achievement of the licensing objectives, nor can it detail all the control measures which may be appropriate.

9.6 Where valid representations are made the Licensing Authority will make objective judgments as to whether conditions need to be attached to a licence, certificate or permission in order to secure the achievement of the licensing objectives. Any such condition will focus primarily on the direct impact of the activities taking place on the premises on those attending the premises and members of the public living, working or otherwise engaged in normal activity in the area concerned and will cover matters within the direct control of individual licensees.

9.7 Licensing law is not the primary mechanism for the general control of individuals once they are away from licensed premises and therefore beyond the direct control of individual licensees or certificate holders. However, reasonable steps should be taken to prevent the occurrence of crime and disorder and public nuisance immediately outside the premises; for example, on the pavement, or in a smoking area.

Other mechanisms may be utilised to tackle unruly or unlawful behaviour of patrons when beyond the vicinity of the premises. These include:-

- measures to create a safe and clean town centre environment in partnership with local businesses, transport operators and departments of the local authority.
- the provision of CCTV surveillance in town centres, ample taxi ranks, provision of public conveniences late at night, street cleaning and litter patrols

- powers to designate parts of the local authority area as places where alcohol may not be consumed publicly
- police enforcement of the general law concerning disorder and anti-social behaviour
- the confiscation of alcohol from adults and children in designated areas
- police powers to close down licensed premises for a specific period of time.
- the power of the police or interested parties to seek a review of the licence.
- other local initiatives which similarly address such problems.

9.8 The Licensing Authority recognises the cultural, social and business importance that premises and events requiring a licence can provide and the diversity of activities which are provided by licence holders. Proper account will be taken of the need to encourage a broad range of entertainments.

9.9 The Licensing Committee will receive reports, where appropriate, on the needs of the local tourist economy and the cultural strategy for the area so as to ensure these are reflected in its considerations.

9.10 The Licensing Committee will be kept apprised of the employment situation in the area and the need for new investment and employment where appropriate.

9.11 The Licensing Authority is under a legal obligation to have due regard (section 149, Equality Act 2010) to the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity and to foster good relations between persons with different protected characteristics.

Those protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation

9.12 The impact of this policy on the requirements of the Equality Act will be monitored through the Council's equality and diversity scheme.

9.13 When considering applications the Licensing Authority will have regard to the Act and the licensing objectives, this policy, statutory guidance, and all supporting regulations.

10.0 PREVENTION OF CRIME and DISORDER

10.1 Section 17 of the Crime and Disorder Act 1998 imposes a duty on the Local Authority when carrying out its various functions to do all it reasonably can to prevent crime and disorder in its area.

10.2 When addressing the issue of crime and disorder the applicant is advised to demonstrate in the operating schedule that those factors which impact on crime and disorder have been considered. These may include:

- Underage drinking
- Drunkenness on premises and elsewhere
- Drugs misuse
- Violent behaviour
- Anti-social behaviour
- ***Control of their patrons while on the premises and as they arrive and depart***
- ***Crime statistics in the locale***
- ***The nature of the local area***

10.3 The following examples of control measures are given to assist applicants and are considered to be amongst the most important to be taken into account in an operating schedule. However, it is recognised that this policy applies to a wide range of premises and activities, and not all the measures will necessarily be relevant to a particular application.

- Effective and responsible management and supervisory control of the premises and associated open areas.
- Appropriate instruction, training and supervision of those employed or engaged to prevent incidents of crime and disorder.
- The keeping of appropriate written training records.
- Adoption of best practice guidance
- Acceptance of 'proof of age' documentation, from time to time recognised by the Licensing Authority.
- Provision of effective CCTV in and around the premises.
- Engagement of door staff. Where door staff are present they must be Security Industry Authority licensed.
- Provision of drinking vessels made from appropriate toughened material.
- The assessment of the use of polycarbonate drinking vessels over toughened ones on certain occasions.
- Proper arrangements to enable the personal licence holder to monitor the activity they have authorised.

10.4 The Licensing Authority expect licensed premises to develop a staff policy and training programme on recognising signs of drunkenness and vulnerability, for example, offering drinking water and tips for refusing customers who appear drunk and discourage company policies that promote bonuses and sales incentives for selling alcohol. The Licensing Authority will expect necessary precautionary processes to restrict drunkenness, e.g. Home Office Licensing Guidance states drinks promotions should not be designed to encourage individuals to drink excessively or rapidly.

10.5 Where licensed premises are found to cause nuisance or be associated with disorder or unreasonable disturbance, the review process may be invoked, and powers of revocation or the imposition of conditions may be considered. Conditions may include use of closed-circuit television, licensed door supervisors and earlier closing times. The Committee may consider a suspension of the licence to allow time for new conditions to be enacted.

10.6 It is expected that the Designated Premises Supervisor (DPS) should be able to demonstrate that they have day to day control of the premises. When not on the premises it will be essential that the DPS is contactable, particularly should problems arise with the premises and that staff are authorised by the DPS.

10.7 The location of violent attacks, anti-social behaviour and hate crime or related incidents may be used to justify closing times.

11.0 PUBLIC SAFETY

11.1 The Licensing Authority is committed to ensuring that the safety of any person visiting or working in licensed premises is not compromised. Applicants are advised to consider how they can demonstrate in the operating schedule that suitable and sufficient measures have been identified and will be implemented and maintained to ensure public safety.

11.2 Factors which may have an impact on public safety may include:

- the number of people frequenting the premises
- the condition, lay-out and design of the premises
- the nature of the activities to be provided
- customer profile
- the use of special effects such as lasers, pyrotechnics, foam machines and so on.

11.3 The following examples of control measures are given to assist applicants and are considered to be amongst the most important to be taken into account in an operating schedule. However, it is recognised that this policy applies to a wide range of premises and activities and not all the measures will necessarily be relevant to a particular application.

- Suitable and sufficient risk assessments.
- Effective and responsible management of premises.
- Provision of a sufficient number of people employed or engaged to secure the safety of all those present.
- Appropriate instruction, training and supervision of those employed or engaged to secure the safety of all those present.
- The keeping of appropriate written training records.
- Adoption of best practice guidance.
- Provision of effective CCTV in an around the premises.

- Provision of drinking vessels made from appropriate toughened material.
- The assessment of the use of polycarbonate drinking vessels over toughened ones on certain occasions.
- Implementation of crowd management measures.
- Proper arrangements to enable the personal licence holder to monitor the activity they have authorised.
- The condition, design and layout of the premises, including the means of escape in an emergency.

12.0 PREVENTION OF PUBLIC NUISANCE

12.1 Licensed premises have a significant potential to impact adversely on communities through public nuisance which can arise through their operation. The Licensing Authority wishes to maintain and protect the amenity of residents and businesses from the potential consequence of the operation of licensed premises.

12.2 The Licensing Authority interprets 'public nuisance' in its widest sense, and takes it to include such issues as noise and disturbance, light, odour, litter and anti-social behaviour.

12.3 Applicants are advised to consider how they can demonstrate in the operating schedule that suitable and sufficient measures have been identified and will be implemented and maintained to prevent public nuisance.

12.4 Factors which may have an impact on public nuisance may include:

- the location of the premises (including open areas associated with them) and proximity to residential and other noise sensitive premises.
- the customer profile.
- the hours of operation.
- the nature of activities provided.
- the design and layout of the premises and in particular the use of noise limiting features.
- the number of people frequenting the premises.
- the availability of public transport and the availability and location of car parks utilised by patrons.
- any 'wind down period' between the end of the licensable activities and closure of the premises.
- the time of last admission.
- the use of special effects such as lasers, pyrotechnics, and so on.

12.5 The following examples of control measures are given to assist applicants and are considered to be amongst the most important to be taken into account in an operating schedule. However, it is recognised that this policy applies to a wide range of premises and activities and not all the measures will necessarily be relevant to a particular application.

- Effective and responsible management and supervisory control of premises and associated open areas, including smoking areas.
- Appropriate instructions, training and supervision of staff.
- The keeping of appropriate written training records.
- Control of operating hours for all, or parts of, the premises, including such matters as deliveries and the operation of machinery.
- Adoption of best practice guidance.
- Installation of acoustic insulation, suitably controlled, sited and silenced ventilation or air conditioning systems and (where appropriate) sound limitation devices.
- Signage displayed at premises requesting that patrons leave quietly
- Management of people (including staff) and traffic (and resulting queues) arriving at and leaving the premises.
- Liaison with transport providers.
- Siting of external lighting, including security lighting.
- Management arrangements for the collection and disposal of litter.
- Proper arrangements to enable the personal licence holder to monitor the activity they have authorised.

12.6 External Areas, Beer Gardens and Smoking Areas

Premises licence holders will be expected to:

- ***Develop a management plan on how to manage smoking on your premises and ensure that all staff are aware of the contents of this plan, and that it is effectively implemented. Noise from people smoking and talking can be intermittent, vary in character and volume and be intrusive. An effective smoking management plan will help prevent neighbours being disturbed.***
- ***Comply with any planning conditions restricting the use of outdoor areas.***
- ***Ensure that any structures used by smokers comply with the design criteria detailed in the Heath Act 2006 and that any structures, awnings, retractable canopies, etc. have the relevant planning permission.***
- ***Ensure any new lighting to outdoor areas must be designed so as not to cause a light nuisance to neighbours and again have the relevant planning permission and building control consent.***
- ***Ensure that the conditions on the premises licence are complied with. There may be conditions restricting the hours of use of gardens and outdoor areas.***
- ***Licence tables and chairs on the Public Highway under the provisions of the Highways Act 1980. These licences may have conditions restricting the times that the area can be used.***
- ***Ensure drinks, glasses and bottles are not taken onto the highway unless there is a tables and chairs licence permitting use. A system should be adopted to prevent theft and 'spiking' of drinks, and reminding customers not to leave unattended items.***
- ***Discourage smokers remaining in gardens and outdoor areas and determine terminal hours.***

- *Discourage smokers remaining outside by removing/disabling tables and chairs or prohibiting their use after a certain time. Lights and heaters should also be turned off.*
- *Introduce a system that after a certain time the number of smokers outside are restricted to a maximum number. Staff will be needed to manage this restriction.*
- *Employ SIA registered door supervisors to manage doors and control customers and smokers entering and leaving the premises. Staff positioned on the doors can help to encourage customers not to cause a noise problem. It may be that staff are required to manage doors after a certain time, particularly during the hours when neighbouring residents are trying to sleep.*
- *Ensure door supervisors maintain order outside venues and protect customer safety. The Licensing Authority supports the use of town link Radio and the 'Disc' system, other pager systems and pub watch schemes can be used to provide for rapid police response and alert other venues where customers and staff are endangered.*
- *Position signs to remind customers that the premises is in an area where people live. It is not always obvious in busy commercial streets with flats above. By changing the design and wording of signs customers do not forget. Signs can be located in and outside the premises and on tables.*
- *Use CCTV to manage outside areas.*

13.0 PROTECTION OF CHILDREN FROM HARM

13.1 Family friendly premises are to be encouraged but the risk of harm to children remains a paramount consideration when applications are determined.

13.2 The protection of children from harm includes their protection from moral, psychological and physical harm.

13.3 In relation to the exhibition of films, or transmission of programmes or videos, this includes protection from exposure to strong language, sexual expletives and violence. The Licensing Authority will expect licensees to implement measures which restrict children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification.

13.4 In certain circumstances, children are more vulnerable and their needs will require special consideration. This vulnerability includes their susceptibility to suggestion, peer group influence, inappropriate example, the unpredictability of their actions due to their age, and the lack of understanding of danger.

13.5 Applicants are advised to consider how they can demonstrate in the operating schedule that suitable and sufficient measures have been identified and will be implemented and maintained to safeguard children from harm.

13.6 Factors which may have an impact on the safety of children and give particular cause for concern may include:

- where entertainment or services of an adult or sexual nature are commonly provided.
- where there have been convictions of members of the current staff at the premises for serving alcohol to minors, or premises with a reputation for underage drinking.
- Proxy sales of alcohol to minors (ie adults purchasing for persons who are underage).
- The premises have a known association with illegal drug taking or dealing.

13.7 The following examples of control measures are given to assist applicants and are considered to be amongst the most important to be taken into account in an operating schedule. However, it is recognised that this policy applies to a wide range of premises and activities and not all the measures will necessarily be relevant to a particular application.

- Effective and responsible management and supervisory control of premises and associated open areas, including smoking areas
- Appropriate instruction, training and supervision of staff
- The keeping of appropriate written training records.
- Adoption of best practice guidance
- Complete exclusion of children, limitations on the hours when children may be present, restrictions from being in certain parts of the premises, or exclusion from certain activities.
- Imposition of requirements for children to be accompanied by an adult.
- Acceptance of 'proof of age' documentation, from time to time recognised by the Licensing Authority.
- Measures to ensure children do not purchase, acquire or consume alcohol.
- Proper arrangement to be made to enable the personal licence holder to monitor the activity they have authorised.

13.8 Conditions which require the admittance of children to any premises cannot be attached to licences or certificates.

13.9 Where a premises provide gaming facilities licenced or permitted under the Gambling Act 2005, the Licensing Authority will expect measures to be in place to prevent children from accessing gaming machines. This should include the appropriate training of staff and the keeping of training records, as well as measures to ensure machines are appropriately monitored by staff. Such measures should be highlighted in the operating schedule.

14.0 ADVICE and GUIDANCE

14.1 Pre-application discussions with the responsible authorities are encouraged to assist applicants in developing their proposals and operating schedules. Officers of the Licensing Authority will endeavour to provide guidance at that stage of the process. Where an officer is representing the Licensing Authority in its role as a Responsible Authority, wherever possible another officer will be designated to process the application and provide applicant guidance.

14.2 Where appropriate to do so, officers of the Licensing Authority will assist applicants to work with others who may make representations with a view to resolve areas of concern. Once an application has been lodged there are statutory timescales imposed on the application and determination process which restrict the opportunity for such discussions, liaison and mediation.

14.3 Contact details are set out Appendix A

14.4 The Licensing Authority is obliged by the Act to grant an application unless relevant representations are received. If there are no relevant representations the application will be dealt with by the Licensing Authority's licensing officers under the scheme of delegation. If there are relevant representations the application will be considered by the Licensing sub-committee at a public hearing.

14.5 Mandatory Conditions are imposed by the Act whether or not the application is opposed.

14.6 In determining applications for garages, (ie forecourt shops) the Licensing Authority must decide whether or not premises are primarily used as a garage and will expect applicants to submit data which establishes the primary use. Where such information is not available (because for example the premises have only just started trading), we may consider imposing a condition requiring this information to be provided to the Licensing Authority on a regular basis for the following years to ensure the premises are not primarily a garage

15.0 REPRESENTATIONS

15.1 These may be made by either of the following:

(1) Responsible Authorities

A full list of the Responsible Authorities is given in Appendix A

(2) Any other person

Regardless of their geographical location, providing that the representation is not vexatious and frivolous in the opinion of the Licensing Authority.

15.2 Any representations must relate to the named premises and are restricted to the 4 licensing objectives. The Licensing Authority will need to be satisfied there is an evidential link between the representations made, the licensing objectives and the premises in question. Where a representation simply re-lists the licensing objections without stating why it is considered the grant of the application will undermine or fail to promote them, it may be rejected as invalid.

15.3 The Licensing Act 2003 (hearings) Regulations 2005 require the Licensing Authority to provide the applicant with copies of any relevant representations made. **Any person making a representation to an application should bear in mind that their personal data (such as name and address) will be disclosed to the applicant. The Licensing Authority will not edit your letter of representation before it sends it out.**

All letters of representation will be contained in the agenda should the matter proceed to a sub-committee hearing. Such hearings are open to the public and may include the presence of members of the media. Furthermore, personal data may be published in the minutes which are distributed to all parties to the proceedings and available on the Council's website.

16.0 LICENSING COMMITTEE

16.1 The Committee is composed of 15 Councillors. A contested application will be heard by a sub-committee comprising 3 members of the Licensing Committee.

16.2 When considering applications the sub-committee will have regard to this Policy, statutory guidance, the Act and attached regulations and the licensing objectives.

16.3 Each application is considered on its individual merits.

16.4 Should the sub-committee decide to approve the application the mandatory licence conditions must be applied. In addition, the sub-committee will determine whether it is appropriate to attach other conditions to a licence, certificate or permission to secure achievement of the licensing objectives. Any such conditions will primarily focus on the direct impact of the activities taking place at the premises on those attending the premises and members of the public living, working or otherwise engaged in normal activity in the vicinity of the premises.

16.5 In determining whether a person lives or has business interests sufficiently close to the premises so as to be likely to be affected by the proposed activities, the Licensing Authority will consider factors such as:

- The size of the premises
- The nature of the premises

- The distance of the premises from the location of the residence or business of the person making the representations
- The potential impact of the premises (e.g. the number of customers and routes likely to be taken by its customers)

16.6 Conditions which seek to control the range or nature of activities within the premises, or which are designed to reduce the potential for anti-social behaviour, may be necessary. Such conditions may also seek to directly impact upon the behaviour of customers on, or within the immediate vicinity of, the premises.

16.7 The Licensing Authority will avoid attaching conditions which duplicate other regulatory regimes wherever possible.

16.8 A list of which matters will be dealt with at committee and those which are delegated to licensing officers can be found at appendix B

17.0 APPEALS

17.1 An appeal may be made to the Magistrates' Court against a decision of the Licensing Authority. The appeal must be made within 21 days of being notified of the decision to be appealed against.

The following may appeal:

- The applicant
- A Responsible Authority or any person who made relevant representations
- In the case of a review, the holder of the licence or certificate being reviewed

18.0 REVIEWS

18.1 A responsible authority or any person may ask the Licensing Authority to review a premises licence because of a matter arising at the premises in connection with any of the 4 licensing objectives.

18.2 The Licensing Authority will not normally engage its role as a Responsible Authority by calling reviews on behalf of other persons, such as local residents or community groups. These individuals and groups are entitled to do so in their own right where there are sufficient grounds.

18.3 Where Responsible Authorities have concerns about problems identified at a premises, the Licensing Authority considers it to be good practice for them to give licence holders early warning of their concerns and the need for

improvement. Where possible and/or appropriate it would be expected that advice and guidance in addressing the issue(s) should be given.

18.4 The Licensing Authority draws the attention of Responsible Authorities to the Home office publication, "The Practical Guide for Preventing And Dealing with Alcohol Related Problems - What You Need To Know".

Summary Reviews (Violent Crime Reduction Act 2006)

18.5 Where premises are associated with serious crime or serious disorder a senior police officer (Superintendent or above) may apply for a summary review of a premises licence.

18.6 If a summary review is applied for, the Licensing Authority must consider the application within 48 hours (time that is not on a working day is disregarded) and determine what interim steps to take, if any, of those listed below:

- the modification of the conditions of the premises licence;***
- the exclusion of the sale of alcohol by retail from the scope of the licence;***
- the removal of the designated premises supervisor from the licence;***
- the suspension of the licence.***

18.7 Although the law allows the decision to be determined in the absence of the premises licence holder, the Licensing Authority will endeavour to always notify the licence holder of the application having been made and of the time, date and place that it will be determined, in order to afford the licence holder or representative the opportunity to attend.

18.8 Where the Licensing Authority decide to take any of the interim steps, its decision has immediate effect and an immediate notice of the decision must be given to the licence holder.

18.9 Where the licence holder makes representation in respect of the decision, the Licensing Authority must hold a hearing within 48 hours (time that is not on a working day is disregarded) of receipt of the representations and, unless they are withdrawn, consider those representations and any made by the police; consider whether the interim steps are necessary for the promotion of the licensing objectives; determine whether to withdraw or modify the steps taken.

18.10 The Licensing Authority must also hold a full review hearing within 28 days.

Closure of Premises

18.11 Under the Anti-Social Behaviour, Crime and Policing Act 2014, Closure Notices can be issued by the police or local authority for 24 hours (and up to 72 hours where necessary) when satisfied there are reasonable grounds:

- **that the use of particular premises has resulted or is likely soon to result in nuisance to members of the public; or**
- **that there has been or is likely soon to be disorder near those premises associated with the use of those premises.**

18.12 Closure Orders up to a period of three months can be sought from a Magistrates Court by police and local authorities once a Closure Notice has been issued. The court may make a Closure Order if it is satisfied:

- **that a person has engaged, or is likely to engage, in disorderly, offensive or criminal behavior on the premises; or**
- **that the use of the premises has resulted, or is likely to result, in serious nuisance to members of the public; or**
- **that there has been, or is likely to be, disorder near those premises associated with the use of the premises;**
- **and that the order is necessary to prevent the behavior, nuisance or disorder from continuing, recurring or occurring.**

18.13 Breach of a notice or order is a criminal offence and carries the following sentences upon summary conviction

- **Notice: Up to three months in prison.**
- **Order: Up to six months in prison.**
- **Both: Up to an unlimited fine for residential and non-residential premises.**

18.14 Who Can Appeal?

- **Any person who the closure notice was served on.**
- **Any person who had not been served the closure notice but has an interest in the premises.**
- **The Council (where closure order was not made and they issued the notice).**
- **The police (where closure order was not made and they issued the notice).**

19.0 SUSPENSION OF LICENCES FOR NON-PAYMENT OF THE ANNUAL FEE

19.1 The Licensing Authority is under a duty to suspend Premises Licences and Club Premises Certificates where the Licensee has failed to pay the annual fee within a prescribed period. Licences which are suspended shall cease to have effect during the suspension period. ~~Furthermore a licence cannot be transferred during said period.~~

20.0 ELECTRONIC APPLICATIONS

20.1 In keeping with the Council's policy on the introduction of e-Government, the Licensing Authority consents to applications and other notices being given electronically where the Act and regulations allow.

The methods by which the Licensing Authority will accept electronic applications and notices is:-

- **via the 'MySouthend' app on the council website**
www.southend.gov.uk
- **by email on licact2003@southend.gov.uk**

Appendix A

Contact details for the Licensing Authority and Responsible Authorities

All correspondence for the Licensing Authority should be addressed to:

The Licensing Authority
Southend-on-Sea Borough Council
Civic Centre (Floor 13)
Victoria Avenue, Southend-on-Sea
Essex SS2 6ZG

Telephone: 01702 215005

Email: licact2003@southend.gov.uk

The Responsible Authorities are:

a) The Chief Officer of Police
Essex Police Licensing Unit
PO Box 12306
Police Station
Newland Street, Witham, CM8 2AS

Telephone: 101 ext 452035

E:mail licensing.applications@essex.pnn.police.uk

b) The Fire Authority

The Divisional Commander
Essex County Fire and Rescue Service
Southend and Rochford Community Command
Sutton Road (Rear of Fire Station)
Southend-on-Sea
Essex SS2 5PX

Telephone: 01702 614433

c) The Health and Safety Enforcing Authority

Either (in respect of premises subject to Local Authority Enforcement)

The Food Safety Team
Public Protection (Floor 13)
Southend-on-Sea Borough Council
Civic Centre, Victoria Avenue
Southend-on-Sea SS2 6ZG

Telephone: 01702 215005

E:mail environmentalhealth@southend.gov.uk

or (in respect of premises subject to enforcement by the Health and Safety Executive)

The Health and Safety Executive
Wren House
Hedgerows Business Park
Colchester Road
Chelmsford
Essex CM2 5PF Telephone: 01245 706200

d) The Local Planning Authority

The Development Control Section
Department of Place
Southend-on-Sea Borough Council
Civic Centre, Victoria Avenue

Southend-on-Sea SS2 6ZG

Telephone: 01702 215327

e) The Local Authority with functions related to prevention of risk of pollution of the environment:-

The Environmental Protection Team
Public Protection Division (Floor 13)
Southend-on-Sea Borough Council
Civic Centre, Victoria Avenue
Southend-on-Sea SS2 6ZG

Telephone: 01702 215005

E:mail environmentalhealth@southend.gov.uk

f) The body recognised by the Licensing Authority as being responsible for matters in relation to the protection of children from harm, and as being competent to advise on such matters:-

The Department of Children & Learning
PO Box 6
Southend-on-Sea Borough Council
Civic Centre
Victoria Avenue
Southend-on-Sea
Essex SS2 6ZG

Telephone: 01702 215000

g) The Weights and Measures Authority

The Trading Standards Team
Public Protection Division (Floor 13)
Southend-on-Sea Borough Council
Civic Centre, Victoria Avenue

Southend-on-Sea SS2 6ZG

Telephone: 01702 215005

E:mail tradingstandards@southend.gov.uk

h) In relation to vessels only, the Navigation Authority having functions in relation to the waters where the vessel is usually moored or berthed. For this purpose, correspondence should be sent to:

The Navigation Authority
Port of London Authority
London River House
Royal Pier Road
Gravesend
DA12 2BG

Telephone: 01474 562200

i) The Public Health Authority

The Director of Public Health
Southend-on-Sea Borough Council
Civic Centre (floor 6)
Victoria Avenue, Southend-on-Sea
Essex SS2 6ZG

j) The Licensing Authority in its role as a Responsible Authority

The Licensing Authority
Southend-on-Sea Borough Council
Civic Centre (Floor 13)
Victoria Avenue, Southend-on-Sea
Essex SS2 6ZG

Telephone: 01702 215005

Email: licact2003@southend.gov.uk

Applicants are not expected to submit a duplicate copy of their applications for the consideration of the Licensing Authority in its role as a responsible authority (unless the plan is bigger than A3). The copy submitted for administration of the application will be forwarded electronically.

Any further enquiries or assistance can be obtained from the Licensing Authority on the telephone number given above. These addresses were correct at the time of going to press but are subject to change without notice. Any change made will not form part of a review of the Council's Statement of Licensing Policy

draft

Appendix B

The Licensing Committee is responsible for making Licensing (Act) decisions and the scheme of delegation is as follows:

| Matter to be dealt with | Full committee | Sub-committee | Officers |
|--|----------------|-----------------------------------|------------------------------------|
| Application for a personal licence | | If a police objection is received | If no objection made |
| Application for premises licence or club premises certificate | | If a relevant representation made | If no relevant representation made |
| Application for a provisional statement | | If a relevant representation made | If no relevant representation made |
| Application to vary premises licence or club premises certificate | | If a relevant representation made | If no relevant representation made |
| Application for a minor variation of a premises licence or club premises certificate | | | All cases |
| Application to vary designated premises supervisor | | If a police objection is received | All other cases |
| Request to be removed as designated premises supervisor | | | All cases |
| Application for transfer of premises licence | | If a police objection is received | All other cases |
| Application to review premises licence or club premises certificate | | All cases | |
| Decision on whether a representation is irrelevant, frivolous or vexatious | | | All cases |
| Determination of a police objection to a temporary event notice | | All cases | |

| Matter to be dealt with | Full committee | Sub-committee | Officers |
|--|----------------|-----------------------------------|-----------------|
| Application for interim authority | | If a police objection is received | All other cases |
| Decision on whether a representation is irrelevant, frivolous, vexatious etc. | | | All cases |
| Removal of the requirement for a Designated Premises Supervisor (DPS) and Personal Licence at Community Premises | | If a police objection is received | All other cases |

draft

Southend-on-Sea Borough Council

Report of Deputy Chief Executive for Place

To

Cabinet

On

25th June 2019

Report prepared by: Elizabeth Georgeou, Group Manager

Agenda
Item No.
10

The Official Feed and Food Control Service Plan 2019-20
Place Scrutiny Committee – Executive Council: Councillor Terry
A Part 1 Public Agenda item

1. Purpose of Report

To agree the Official Feed and Food Control Service Plane 2019-20 required by the Food Standards Agency (FSA).

2. Recommendation

That Cabinet agrees the Official Feed and Food Control Service Plan 2019-20 set out in Appendix 1 of this report and commend it to Full Council for approval.

3. Background

The Food Standards Agency Framework Agreement on Local Authority Food Law Enforcement requires the production and publication of a service plan to ensure the highest achievable levels of food control (food safety, standards and feeding stuffs) are maintained throughout the borough. Every local authority is required to develop an annual food enforcement service plan, which is the basis on which the local authorities are monitored and audited by the FSA.

- 3.1 To ensure local transparency and accountability, it is a requirement that the official Feed and Food Controls Service Plan is submitted to the relevant Member forum for approval.
- 3.2 The Legislative and Regulatory Reform Act 2006 requires Regulators to have regard to the Principles of Good Regulation. This means that our regulatory activities should be carried out in a way that is proportionate, accountable, consistent, transparent and targeted to situations that need action when we carry out a regulatory function and to have regard to guidance issued. The Statutory Code of Practice for Regulators which will include the provisions contained in the Regulators Code April 2014 contains details of how this should be carried out.

- 3.3 The Service Plan for 2019-20 is attached as **Appendix 1**, forming an integral part of the organisation of the Regulatory Services within Public Protection.
- 3.4 In accordance with the requirements contained within the Framework Agreement, the food service is a mix of enforcement, intelligence based work, investigation and education.
- 3.5 The service plan aims to ensure all high and medium risk category programmed inspections are completed within the current financial year and appropriate alternative approaches adopted for the remaining inspections. As at 31st March 2019 there were 1784 food premises of which 1,040 premises require an official food hygiene intervention this year. In addition, there are 11 Approved Food Premises within the Council which includes the cockle processors which are inspected annually. There are 473 premises requiring an official food standards intervention, however there are no high risk food standards inspections requiring inspection this year. Food standards inspections are to be undertaken at the same time as food hygiene inspections where they are due or overdue. The Inspection Programme is included at 2.4 in the Service Plan.
- 3.6 Regulatory Services assists businesses to comply with legislation and thereby protect the health of the public from food related illness. Resources will be targeted to ensure a balanced mix of services, which benefit the business sector, consumers and other stakeholders. In accordance with the Food Law Code of Practice and the published Regulatory Services Team Enforcement Policy, the service will continue to focus enforcement action on the poorer performing businesses. Resources will be made available to assist business in the event of a No Deal EU Exit with respect to importing and exporting requirements.
- 3.7 Priority for inspections and interventions was given to premises which had been risk assessed as presenting the highest risk in terms of their activity and the conditions at the premises. All high risk inspections due during 2018-19 were completed.

4. Other Options (this section should only be included in Cabinet and Cabinet Committee reports).

The Food Standards Agency Framework Agreement sets out the statutory duty for Southend-on-Sea Borough Council in developing Service Plan. There is no alternative to the statutory duties.

5. Reasons for Recommendation (this section should only be included in Cabinet and Cabinet Committee reports).

In order for the Council to comply with the Food Standards Agency Framework Agreement, and in line with the Food Standards Agency audit findings, which were agreed by Cabinet on 18th June 2013.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The Service Plan contributes to Pride and Joy, Safe and Well and Opportunity and Prosperity. The contribution is through:

- a risk based proactive inspection programme for food businesses which ensures they are providing safe food for residents and for those visiting the Borough; and
- assisting businesses to comply and thrive through the provision of business advice; and
- supporting events across the town which encourages visitors and residents to enjoy safe foods
- enforcing against the least compliant businesses to improve the offering of the town; and
- supporting Public Health England in encouraging businesses to offer healthy eating options.

6.2 Financial Implications

The Service Plan for 2019-20 identifies resources allocated to the statutory food and feed programme and the budget is set within the Regulatory Services' overall budget.

It is anticipated that there will be additional resource required to assist businesses with compliance on leaving the EU. There have been grants made available through DEFRA and the FSA to assist local authorities to prepare for a no deal EU Exit. The Council was unsuccessful with the bid to DEFRA but is still awaiting the outcome of the FSA submission. The Council has been awarded short term funding to use across the organisation to prepare for leaving the EU.

6.3 Legal Implications

The FSA places a requirement on local authorities to develop and submit a Service Plan. Local Authorities are audited and assessed by the FSA on the basis of their food law enforcement service. The Council's constitution requires the adoption of the official Feed and Food Control Service Plan be reserved to Full Council and is funded from within the existing budget of the service.

6.4 People Implications

There remains difficulties in recruiting to the posts that deliver this service. Arrangements have been made to meet the statutory inspection programme through the use of contracted inspections.

6.5 Property Implications

None.

6.6 Consultation

None. The Service Plan is developed in line with government guidelines and priorities and is published on the website and feedback from the public encouraged. The enforcement element of the Service Plan was consulted on.

6.7 Equalities and Diversity Implications

Equality and diversity implications have already been considered in the Regulatory Service Enforcement Policy and as part of the general work in the Service. A further equalities assessment was carried out when the Enforcement Policy was updated in 2015 in line with the updated Regulators Code April 2014.

6.8 Risk Assessment

Progress against the plan is reviewed on a monthly basis and the inspection of high risk premises and has been reported against service plan indicators.

6.9 Value for Money

The Service is delivered within existing budget. The procurement process was utilised to identify a contractor to deliver a proportion of the food inspection programme. There are a limited number of low risk feed premises in the Borough and to reduce the cost of delivering this service in terms of Officer expertise the inspection programme is being delivered through a contracted arrangement.

6.10 Community Safety Implications

None.

6.11 Environmental Impact

Food related inspections and investigations place controls on commercial food waste which impact on the natural environment.

7. Background Papers

- Food Standards Agency Framework Agreement;
- Food Law Code of Practice (England) 2017;
- Feed Law Code of Practice (England) (Issued April 2018);
- Regulatory Service Enforcement Policy 2015;
- Food Standards Agency Audit and Action Plan - Cabinet Report Dated 18/06/13.

8. Appendices

Appendix 1: Official Feed and Food Control Service Plan 2019-20.

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Southend on Sea Borough Council
Department for Place
Regulatory Services

Official Feed and Food Control Service Plan 2019-20

Elizabeth Georgeou

Group Manager Regulatory Services

May 2019

Introduction

The Service Plan was compiled by the Regulatory Services Group of Southend-on-Sea Borough Council.

The Service Plan is structured in accordance with the service planning guidance contained in the Framework Agreement on Local Authority Food Law Enforcement. Powers to enable the Agency to monitor and audit local authorities are contained in the Food Standards Act 1999. In accordance with this guidance the plan is submitted to the relevant member or senior officer forum for approval to ensure local transparency and accountability.

The purpose of the Service Plan is to ensure that national priorities and standards are addressed and delivered locally in accordance with the relevant codes of practice and guidance. It is intended to ensure transparency and accountability and detail the contribution that the Group makes to the ambition for the Council.

1. Service Aims and Objectives

1.1 Aims and Objectives

The delivery of the plan aims to:

- Ensure that the highest achievable levels of food control (food safety, standards and feeding stuffs) are maintained throughout the Council.

The objectives are to:

- Ensure hygienic conditions in the sale, preparation, manufacture and storage of foodstuffs and feeding stuffs;
- Ensure the wholesomeness and appropriate labelling/composition of foodstuffs and feeding stuffs within the Borough;
- Focus on a risk-based approach to inspections and enforcement activity in accordance with the Regulatory Services Enforcement Policy;
- Administer the legislation in compliance with the approved codes of practice and related official guidance;
- Promote a greater knowledge and understanding of food safety and nutrition within Southend-on-Sea Borough Council;
- Continue participation in the Food Hygiene Rating Scheme (FHRS);
- Work with Public Health England (PHE) to deliver improved health outcomes for residents, visitors and those working in Southend;
- Focus on the local enforcement of illegal oyster harvesting.

1.2 The Aim of the Service is to support the Council's objectives to:

Contributing to a Southend in which people can be proud of with services supporting the safety and wellbeing of those who work, live and visit the town. To help businesses grow though assisting and supporting these businesses so that they bring prosperity to the town. This will be achieved through reflecting these objectives at appraisals and integrating the service across the organisation.

2. Background

2.1 Profile of the Area

The Council is a unitary authority. It is a seaside town which is a tourist destination with local shopping areas and a thriving town centre covering 6,785 hectares. It is the closest seaside resort to London and is located within the Thames Gateway region and has over 6 million visitors each year. There are seasonal businesses within the town and the Council actively promotes events in the Borough to support the prosperity of the town.

The total population estimate for 2017 for the Council was 181,800. In 2016 the Business Survey identified, of those that responded, the main activity of their organisations as:

| Main Activity | % |
|--------------------------------------|----|
| Wholesale and retail sector | 22 |
| Manufacturing | 11 |
| Finance | 9 |
| Construction / Building / Renovation | 8 |
| Health and Social Care | 8 |
| Food / Accommodation | 7 |

There has been an increase to 67 percent of family run businesses with just over three quarters of businesses having between one and five employees. 20 percent of businesses surveyed rated tourism as important to their success rising to 40 percent for those businesses within the food/accommodation sector.

27 percent of Food/accommodation business reported having recruitment difficulties in the last 12 months. Whilst 66 percent of businesses were aware of all of the business support that the Council could provide only 23 percent found the Council useful to them. 41 percent of businesses indicated that they would be willing to pay for business advice of which only one percent of all businesses identified food safety as an area that advice was required.

2.2 Organisational Structure

(Annex 1) The Council structure together with details of responsibilities for food and feed.

The Council sends food for microbiological examination to the Public Health Laboratory (PHE) Laboratory at Colindale via a collection service.

| | | |
|--|---|--|
| Public Health England Food Water and Environmental Microbiology Lab 61 Colindale Avenue London NW9 5EQ 0208 327 6548 /6550 Fax: 020 8327 6542 fwem@phe.gov.uk | Consultant of Communicable Disease Control (CCDC), PHE East of England, Health Protection Team, Second Floor, Goodman House, Station Approach, Harlow CM20 2ET Tel: 0300 303 8537 Fax: 01223 724499 Email: EastofEnglandHPT@phe.gov.uk Secure email mailto:phe.eoehpt@nhs.net | Stool Samples Pathology First at Southend University Hospital NHS Foundation Trust, David Marquis Information Manager. Consultant Microbiologists: Dr J Ahmed, Dr J Elfick, Microbiology Dept Prittlewell Chase, WOS, Essex SS0 0RY 01702 435555 (Switchboard) hospital all initial pathology calls to: 01268 968287 (lab administration at Hub general queries mail to: david.marquis@pathologyfirst.co.uk secure queries david.marquis@nhs.net |
|--|---|--|

The appointed Public Analysts for feed and foods are located at:

| | |
|---|---|
| Feed Agricultural Analyst – Mr Jonathon David Griffin Kent Scientific Services 8 Abbey Wood Road Kings Hill West Malling ME19 4YT Tel: 03000 41 51 00 kss@kent.gov.uk | Food Public Analyst – Duncan Arthur Public Analyst Scientific Services Limited 154 Business Park Valiant Way Wolverhampton WV9 5GB Tel: +44 (0) 7734 383707 (Direct) +44 (0) 1902 627238 (General) |
|---|---|

2.3 Scope of the Regulatory Services Team

The Regulatory Services Team is part of Public Protection which is within the Department for Place. The team aligns the delivery of its services to 2050 objectives. This will be through supporting those living, working and visiting the Borough to stay safe and well when visiting businesses throughout the Borough. It will also assist businesses to prosper by supporting compliant businesses and targeting resources to the less compliant businesses.

With respect to food and feed the responsibilities of the Group are to:

- Undertake proactive food safety and standards inspections;
- Undertake proactive feed inspections;
- Deal with imported food and feed matters;
- Investigate complaints about food and feed;
- Investigate complaints about food and feed premises;
- Investigate food poisoning and infectious disease referrals/complaints;
- Deal with health and safety and public health matters at food premises related to drainage, industrial noise and rubbish;
- Respond to emerging public health issues;
- Respond to reports of illegal oyster harvesting;
- Provide consultation recommendations on planning, licensing and event applications;
- Assist with the delivery of the PHE agenda regarding healthy eating and the Responsibility Deal;
- Provide business advice.

2.4 Demands on the Regulatory Services Team

The Service uses Uniform database which is supported by IT and linked to the property gazetteer.

Food Premises profile as at 31st March 2019.

| Type of Premises | Number |
|---|--------|
| Primary Production | 2 |
| Manufacturers / producers* (includes cake makers - home caterers) | 115 |
| Distributors | 11 |
| Retailers | 404 |
| Restaurants / other caterers | 1247 |
| Importers | 5 |
| Total | 1784 |

Food Hygiene Inspections:

| FSA Category | No. of Premises | Frequency Required | Due 2019-20 | Overdue |
|--|------------------------|--|--------------------|----------------|
| A | 4 | Every 6 months | 8 | 0 |
| B | 88 | Every 12 months | 88 | 0 |
| C | 371 | Every 18 months | 229 | 0 |
| D | 580 | Every 24 months | 252 | 46 |
| E | 503 | Alternative enforcement or every three years | 76 | 274 |
| Awaiting Inspection, includes overdue* | Within 1 month | | 67 | |
| Not in programme ⁺ | 174 | | | |
| Total Inspections due as at 01/04/19 | 1,040 | | | |

*Fluctuation in year as new premises register and are inspected which will affect the number of premises due for inspection in year compared to the start of the year.

+Includes premises undertaking very low risk activities e.g. selling pre-packed bars and providing teas and coffees.

The figures also include previously registered child-minders who have extended activities to cater for more than 5 children. This group is routinely inspected by Early Years. It also includes Home-caters where we have undertaken information gathering to identify low risk premises.

The Food Law Code of Practice (FLCoP) requires that Category A and B food hygiene, Category A food standards and non-compliant C premises be subject to an inspection, partial inspection or audit at the required interval. Broadly compliant C risk food hygiene premises and broadly compliant B risk food standards can alternate between inspection, partial inspection audit and other Official Controls.

Category D risk premises can only alternate between an intervention which is an Official Control, and an intervention that is not an Official Control, if the potential hazard element is less than 30.

Premises rated E for food hygiene and C for food standards can be subject to an alternative enforcement strategy.

Approved Food Premises:

| Types | No. of each Type |
|-------------------|-------------------------|
| Cockle Processing | 4 |
| Fishery Products | 4 |
| Meat Products | 1 |
| Cold Stores | 2 |

Food Standards Inspections:

| FSA Category | No. of Premises | Frequency Required | Due 2019- 20 | Overdue |
|--|----------------------------|--|-------------------------|----------------|
| A | 0 | Every 12 months | 0 | 0 |
| B | 153 | Every 24 months | 31 | 37 |
| C | 1370 | Alternative intervention or every 5 years | 91 | 227 |
| Awaiting Inspection* includes overdue | | | 87 | |
| Not in programme | 174 | | | |
| Total Inspections due as at 01/04/19 | | | | 473 |

Feed Premises Inspections:

We have been co-ordinating with other authorities through the National Trading Standards Board (NTSB) and the Food Standards Agency (FSA) to ensure that regionally animal feed enforcement is effective and there are risk-based controls in place across the Region.

From 1 April 2019, delivery of the NTS Feed inspection programme, including the role of the lead Feed Officer role has been contracted out to Essex Trading Standards for a period of 2 years 19/20 and 20/21 covering the current NTS funded programme.

The Council had 22 businesses registered under the Feed (Hygiene and Enforcement) Regulations 2005, for feed inspections as at 31 December 2018. These are either manufacturers of animal feedstuffs or they are retail premises which distribute food on for feed purposes and one distributor.

Feed Premises Profile as at 31 December 2018:

| Category of Premises | No. |
|------------------------------|-----|
| Distributor R05 | 1 |
| Pet Food Manufacturers R06 | 2 |
| Supplier of Surplus Food R07 | 19 |
| Total | 22 |

The Desktop Exercise for 2019/20 identified that five of these premises must be incorporated into the inspection programme as required by the FSA's Feed Law Code of Practice (England) as detailed below.

Inspections due 2019/2020:

| Category | No. In category | Due 2018-2019 | Number planned |
|----------|-----------------|---------------|----------------|
| R5 | 1 | 1 | 1.0 |
| R6 | 2 | 2 | 1.0 |
| R7 | 19 | 4 | 3.0 |

The uncertainty regarding EU Exit arrangements and the requirement for the food and feed service to consider support for businesses that may be necessary, both in the event of arrangement in place for leaving the EU and the eventuality of leaving with no deal. This will include the facility for providing health certificates for businesses exporting to the EU, consideration of change of status and responsibilities for distributors who may now have importer responsibilities.

Concerns continue to be raised regarding the harvesting of oysters from the foreshore. There are allegations that these oysters are entering the food chain without the required controls in place.

Regulatory Services will respond to incidents of food fraud with respect to counterfeit products and to emerging public health issues.

Regulatory Services undertake sampling around the National Priorities identified in the FSA's Guidance on the food sampling programme and sampling priorities for the Council and for the priorities identified through the Regional Strategic Assessment and EETSA priorities. There is no funding available for imported foods and no identified sampling programmes for feed this year. There is funding available for sampling in the event of a no deal exit from the EU to support businesses and protect consumers from emerging risks.

Service Requests:

Respond to requests for service, including business advice and infectious disease. It is anticipated that demand will be similar to requests received last year, see section 6.1.

In the event of a No Deal EU Exit Regulatory Services will prioritise requests from businesses to assist them with export requirements for food and feed. In the event of a Deal business advice will also be provided to assist them with changes to regulatory requirements.

Officers are located in the main Civic Centre, Victoria Avenue. The service responds to inspections outside of normal hours. There is a contact centre which can receive emergency calls and is staffed 24 hours.

The Council is a seasonal location with impacts on the transient nature of the businesses in the borough. The seasonal nature of the town also means that businesses will follow the weather pattern and not necessarily a seasonal pattern of opening.

2.5 Enforcement Policy

The Regulatory Services Enforcement Policy was approved by the Council in 2015. This policy was developed and consulted on; meeting the requirements of the Legislative and Regulatory Reform Act 2006 and the Regulator's Code.

Regulatory Services is participating in the Better Business for All agenda working with the Growth Hub and across Essex authorities to better understand businesses needs to assist them with compliance.

3. Service Delivery

3.1 Interventions by Regulatory Services Officers for Food and Feeding stuffs

Details of inspections due in each category are listed in 2.4. Regulatory Services Officers will prioritise for inspection premises which are:

- A and B rated for food hygiene;
- A rated for food standards;
- Approved food premises: The premises approved for processing shellfish will be inspected at the start of the season and other approved premises where due. Inspections may also be increased to respond to support businesses to export in event of identified EU Exit requirements;
- Feed establishments identified through the Desktop Study for inspection through the National Trading Standards Board (NTSB);
- C rated food hygiene, targeting those which are non-compliant;
- D rated food hygiene, targeting those which are catering or overdue in the first instance;

- Revisits at premises where notices have been served;
- Food hygiene revisits at premises with either a compliance score of 15 or higher for hygiene or structure; or a confidence in management control procedures rating of 20 or higher;
- Food standards revisits at premises either with a current compliance score of 40 or a confidence in management control system score of 30;
- Requests made under the FHRS for re-score visits, appeals and right to reply;
- Requests for service to assist businesses with respect to a No Deal EU Exit.

Regulatory Services Officers for food and feed are authorised in line with qualification and competency requirements detailed in the respective Codes of Practice. Those inspecting for food are allocated interventions by ward(s) in which they co-ordinate inspections, complaints, planning, event applications and the inspection of new premises. Co-ordination of feed is through the Lead Feed Officer.

Officers have access to expertise and peer support through attending local liaison group meetings, detailed in section 3.8.

Suitably qualified and competent Enforcement Officers will support the service where possible.

All high-risk food standards are prioritised for inspection each year. All other food standards inspections will be completed at the same time the food hygiene inspection is due, overdue or likely to be due before the next food hygiene inspection.

All new premises will be evaluated in accordance with the risk they represent. New premises should be inspected within 28 days of registration. Where this is not possible those undertaking high risk activities will be prioritised over low risk inspections.

Questionnaires will be used to assess Home caterers to determine the activities being undertaken and the inspection prioritised where high risk activities are being undertaken. Inspections at premises undertaking lower risk activities will be undertaken where resource is available.

It is proposed to undertake an alternative enforcement strategy for E risk premises to establish whether the risks have changed.

It is also planned to review the premises listed as having no inspectable risk. The majority of premises listed as no inspectable risk are registered childminders. This group is already subject to controls through pre-commencement conditions, ongoing training and routine visits by the Early Years Team. It is planned to review this arrangement to determine whether Regulatory Services needs to hold their details on our database and whether an intelligence-based approach for interventions can be developed. All other premises listed as having no-inspectable risk will be reviewed.

Enforcement Officers will assist in alternative interventions for other premises and sampling.

Regulatory Services Officers who inspect food premises also undertake:

- Health and safety interventions and inspections. Health and safety inspections will be undertaken in line with the Health and Safety Executive priorities for proactive inspections. They will also be undertaken where matters of evident concern are noted;
- Public health and nuisance complaints at food premises;
- Responses to planning applications for food premises;
- Healthy eating interventions.

Regulatory Services Officers who inspect feed premises also undertake activities relating to:

- Consumer Protection;
- Product Safety;
- Fair Trading;
- Weights and Measures.

Regulatory Services supports the Safety Advisory Group process for events to ensure that compliant caterers operate at these events. Caterers at these events will normally be those rated 3, 4 and 5 under the FHRS.

Where inspections of mobile traders are carried out at events or markets outcomes will be reported to their registered local authority in line with the FLCOP. Similarly reports from other local authorities regarding mobile traders registered with Southend-on-Sea Borough Council will be used to inform ratings.

Regulatory Services Officers for food safety, standards and health and safety, will determine whether additional pro-active inspections are required within their inspection areas.

The Council will continue to participate in the FHRS to promote transparency and enable individuals to make informed choices about where they eat.

The Council will continue to utilise and develop the Uniform database to improve reporting capability.

3.2 Regulatory Services Group Food and Feed Complaints

The demand on the service for 2019-20 is detailed above in 2.4. It is anticipated that the number of complaints received in 2019-20 will be similar to those received in previous years.

All food complaints will be allocated in accordance with Officers inspection area and for feed to the Lead Feed Officer for onward referral to Essex County Council.

Investigations of service requests/complaints will be based on intelligence and will be proportionate to the risk.

3.3 Primary Authority Partnership and Home Authority Scheme

The Council does not have any formal arrangements in place for food hygiene, standards or feeding-stuffs. The Enforcement Policy requires all Officers to give consideration to any partnerships and formal intervention strategies prior to taking enforcement action. As part of an informal Home Authority arrangement this authority will continue to undertake sampling for examination of the cockle processing establishments in liaison with the City of London Corporation Port Health Authority.

All Officers have access to the Primary Authority Scheme website and will adhere to inspection plans or priorities identified through this scheme.

The team will explore Primary Authority opportunities during the coming year. Training on the scheme has already been arranged to support this activity.

3.4 Advice to Business

The level of demand from businesses last year is included in section 2.4 but does not take account of advice given during inspection. Advice to businesses will continue to be given particularly in respect of EU Exit issues, and to our obligations under both the FHRS and the Regulators' Code to assist businesses to grow, and for those within the FHRS to achieve a higher rating.

Ad-hoc advice will be given on request and where necessary businesses will be advised of specialist support that they can obtain for themselves. Further improvements will be made to the Council's web pages to provide advice to businesses and links to other providers of businesses.

Regulatory Services has supported the Economic Development team (EDT) by providing advice at events organised by EDT. The team has also supported businesses through bringing attention to grants that are available for business development and energy efficiency.

Details of what to expect during an inspection are included on the reverse of the inspection report which is left on site following an inspection together with the officer's contact details. Advice is also given on any further correspondence and will include the officer's contact details.

3.5 Feed and Food Sampling

The food sampling policy is set out in the Food Team Manual. The Regulatory Services Team will continue to participate in the Essex Food Group programme as well as take samples to support local work. It is planned that sampling will be undertaken in accordance with the sampling plan (Annex 2). Enforcement Officers support this work.

PHE continues to provide a free allocation for microbiological sampling but there is no funding available this year from the FSA to support national priorities. Where resources allow the team will participate in the East of England Trading Standards Association (EETSA) programme undertaking compositional food sampling and standards as well as taking samples in support of local work. The team will complete a local project for imported foods. Where necessary sampling will be undertaken to support businesses with respect to EU Exit and where there are emerging risks.

The details for the returns of the sampling information will be uploaded manually to the Local Authority Enforcement Monitoring System (LAEMS) return.

Samples for food examination will be submitted to PHE Laboratory at Colindale and samples for food to Public Analyst Scientific Services Limited. The nominated Agricultural Analyst for feed is the same as Essex Trading Standards (ETS), so that any samples taken on our behalf will be submitted alongside ETS samples.

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

Investigations will be undertaken of outbreaks; other incidents of suspected food poisoning will be monitored and responded to if necessary. The demand for last year is detailed in 2.4 and it is expected to be similar for this year. There are working instructions that detail the responses to be made. The Council has signed up to the Memorandum of Understanding Outbreak Control Plan.

Pandemic flu or similar will increase the demand on time and will result in a reduction in the pro-active programme.

3.7 Incidents

Regulatory Services continues to respond to incidents of illegal harvesting of oysters from the foreshore. Oysters are removed from the food chain where commercial harvesters have been unable to demonstrate that the oysters will be subject to the correct controls.

There are working instructions for incidents in the Food Team Manual and the Feed and Food Law Codes of Practice. Where required by the FSA or the Department for the Environment, Food and Rural Affairs (DEFRA) resources will be provided which will result in a reduction in the pro-active programme.

Resource may also be required to support the Council's emergency control plan.

3.8 Liaison with Other Organisations

The Council will continue to participate locally in liaison arrangements with:

- The Essex Food Liaison Group (including microbiological sampling);
- EETSA Food Group;
- EETSA Feed Group;

- Essex Occupational Health and Safety Group;
- Thames Liaison Group for Shellfish;
- Food Hygiene Focus Group;
- Essex Environmental Health Managers Group;
- Public Health England;
- Planning Major Projects Board.

The Council will work with national bodies as appropriate, Food Standards Agency, Chartered Trading Standards Institute, Chartered Institute of Environmental Health, Department for Environmental, Food and Rural Affairs, Department for Business, Energy and Industrial Strategy, Local Government Association.

3.9 Promotional Work and other non-official controls interventions for food and feed

Participation will be as part of a larger exercise organised nationally or through Essex County, these will be evaluated in line with corporate objectives.

Support of initiatives identified through the public health agenda including those identified in action plans for Health and Wellbeing. This will include, the promotion of the Healthy Eating Awards and delivery of the Responsibility Deal with PHE where funding has been made available.

Regulatory Services will also participate in:

- Health Promotion Events organised by SBC;
- Targeted events.

Any promotional work undertaken will be evaluated to measure its effectiveness. The service has supported targeted area joint operations which have been arranged between the Council and partners, scheduling statutory activities at these locations on these days.

The team utilises resources to support leisure events across the town, though participating on the Safety Advisory Group and inspecting at events previously identified as higher risk.

4 Resources

4.1 Financial Allocation

| | £ Budget 2019-20 |
|--|---|
| Travel and Subsistence | 2,120 |
| Equipment | 0 (there would be budget available is required) |
| IT & Legal (included in management, administration and technical services) | 0 (there would be budget available if required) |
| ¹ Sampling Budget | 7,000 |
| Staffing Costs | 216,00 |
| Additional funding from Centre (oyster enforcement) | 11,300 |

(¹Microbiological samples are taken as part of our free allocation with PHE.)

4.2 Staffing Allocation

| Staff | FTE 2015-16 | FTE 2016-17 | FTE 2017-18 | FTE 2018-19 |
|-----------------------------------|--------------|-------------|-------------|------------------------|
| Management Food and Feed | 0.5 | 0.5 | 0.5 | 0.5 |
| Regulatory Services Officers Food | 3.7 | 3.7 | 3.7 | 3.5 |
| Enforcement Officers Food | 0.52 | 0.49 | 0 | 0.5 |
| Contracted food inspections | Not recorded | 0.31 | 0.35 | 0.3 |
| Total Officers | 4.72 | 4.9 | 4.55 | 4.8 |
| Administration | 1.1 | 0.6 | 0.6 | 0.6 |
| Regulatory Services Officers Feed | 0.03 | 0.09 | 0.09 | Contracted service out |

4.3 Staff Development Plan

Training will be identified as part of the appraisal system to meet the needs of the service to be delivered. Registered Environmental Health Practitioners are responsible for managing their own CPD training which will mostly be provided externally and funded by the Council.

Continued assessment of competencies in line with the Code of Practice is undertaken as part of the Council's appraisal system.

Officers who support areas of food, feed, infectious disease and legal processes will receive appropriate training which will be provided both in-house and externally as appropriate.

One Enforcement Officer is undertaking work to complete their log book. Officers will be supported to complete log books, their learning portfolios and professional interviews. Support will be given to these trainees to help them to achieve their registration.

4.4 Projected resource required to deliver programme

| Activity (does not include Business Support time) | FTE |
|---|------|
| Food Hygiene Inspections | 1.86 |
| Approved Premises | 0.04 |
| Food Standards (if undertaken at time of food hygiene inspection) | 0.4 |
| Revisits to check compliance / FHRS | 0.03 |
| Service Requests | 0.4 |
| Events applications | 0.23 |
| HA / Primary Authority | 0.01 |
| Advice to Business | 0.21 |
| Formal action | 0.1 |
| Co-ordination liaison | 0.07 |
| Promotional work | 0.01 |
| Sampling activities | 0.11 |
| Food poisoning (does not take into account outbreak) | 0.23 |
| Incidents (including illegal harvesting of oysters) | 0.5 |
| Training for competency (Code of Practice requirement) & internal | 0.13 |
| Auditing | 0.05 |
| Management of activities (service and improvements) | 0.9 |
| Total Food (excluding dedicated administration) | 5.46 |
| All Feed Activities | 0.09 |

There is resource available to undertake contracted food inspections to assist with meeting the FLCoP requirements on high risk interventions to be completed in year. Feed inspections are being funded through the EETSA Feed Group.

5 Quality Assessment

5.1 Quality Assessment and Internal Monitoring

The Council participated in the Essex Food Group internal audits against the Brand Standard in 2015. An action plan was developed and implemented. Audit procedures were updated to include checks for Brand Standard compliance. The team continues to participate in the data cleansing programmes managed through the FSA and has completed all exercises this year.

The FSA undertook a thematic audit of the Council's food enforcement programme in December 2012. An Action Plan was agreed with Council and has been implemented. Progress against the Action Plan has been reported to the FSA. The audit review by the FSA was completed in April 2014 and the service has been signed off as compliant.

A Data Protection Audit took place in November 2012 and there were no issues raised.

There is an internal audit team within the Council who select areas for review on an annual basis. There is also Member scrutiny through the scrutiny process as appropriate. An audit of the Regulatory Services restructure was carried out during 2013 and a further audit is to be scheduled.

6 Review

6.1 Review against the Service Plan 2018-19

There is continued support for report writing and there are a range of performance reports available.

Food Safety:

| FSA Category | Numbers Due | % Achieved |
|---|-------------|------------|
| A | 5 | 100 |
| B | 99 | 100 |
| C | 287 | 100 |
| D | 362 | 87 |
| E | 326 | 16 |
| Unrated (includes changes in year) | 184 | 74 |

There have been difficulties in recruiting to vacant posts for some time within the food team and have had to resource additional contracted inspections to assist with the programme. 100 percent of all A, B and C rated inspections for food hygiene were completed this year and whilst the percentage of D rated premises inspected was lower than last year, all premises undertaking higher risk activities were inspected.

Priority was given to targeting the high risk interventions required and responding to customer complaints. This has resulted in the alternative enforcement strategy for E-risk premises and the review of no inspectable risk premises not being completed as anticipated.

74% of unrated food hygiene inspections and 69% of food unrated food standards inspections were completed, these premises were prioritised. The majority of those that were not inspected were assessed by the team as undertaking low risk activities.

Food Standards:

| FSA Category | Numbers Due | % Achieved |
|------------------------------------|--------------------|-------------------|
| A | 1 | 100 |
| B | 92 | 60 |
| C | 646 | 65 |
| Unrated (includes changes in year) | 123 | 68 |

Food standards inspections were not targeted in line with the Service Plan, apart from the A-risk premises. Medium and low risk food standards inspections are completed at the same time as the food hygiene inspections. The team continued to prioritise food standards inspections that were due, overdue, or due before the next food hygiene inspection.

All A-risk premises were inspected; there was a reduction in the % of B risk inspections achieved and a slight increase in the % of C risk inspections achieved. There were more unrated food hygiene inspections completed than food standards inspections. Monitoring will be undertaken to ensure that both initial inspections are undertaken at the same time.

Feed Premises Profile as at 31 December 2018 (for the 2018-19 inspection programme):

| Category of Premises | No. |
|------------------------------|-----|
| Pet Food Manufacturers R06 | 4 |
| Supplier of Surplus Food R07 | 19 |
| Distributor R05 | 1 |
| Total | 24 |

Inspections completed in line with the desk-top study at 31 December 2017

| Category | No. In category | Due 2017-2018 | Completed | % Achieved |
|-----------------|------------------------|----------------------|------------------|-------------------|
| R7 | 19 | 3 | 3 | 100 |
| R6 | 5 | 1 | 1 | 100 |
| R12 | 1 | 0 | 0 | 100 |

To resolve the time element of the training and enforcement for feed this part of the service has been contracted out.

Enforcement in Food Premises:

| | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
|---|----------------|----------------|----------------|----------------|
| <i>Prosecutions</i> | 0 | 0 | 3 | 0 |
| <i>Simple Cautions</i> | 0 | 0 | 0 | 1 |
| <i>Improvement Notices</i> | 9 | 7 | 17 | 15 |
| <i>Prohibitions & Voluntary Closures</i> | 0 | 3 | 1 | 0 |
| <i>Seizure and Detentions (including voluntary surrender)</i> | 8 | 11 | 12 | 15 |
| <i>Remedial Action and detention notices</i> | 0 | 0 | 0 | 1 |

The team continues to disrupt the illegal harvesting and undertakes voluntary surrenders of oysters from the seafront. There has been an increase in the number of improvement notices served to remedy contraventions.

Requests

| | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
|----------------------------------|----------------|----------------|----------------|----------------|
| <i>Food Safety and Standards</i> | 555 | 619 | 701 | 553 |
| <i>Infectious Disease</i> | 221 | 254 | 201 | 284 |

Sampling

| | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| <i>Microbiological Samples Taken</i> | 188 | 164 | 215 | 214 |
| <i>Analytical Samples Taken</i> | 0 | 0 | 13 | 34 |

There was a slight increase in the number of microbiological samples taken and team continues to support national schemes and local priorities. There were no samples taken for analytical testing and there were no samples required to be taken for feed analysis in 2018-19.

Improvements have been made to the integration of service requests with the Uniform system and there is currently an online integrated development project underway for reporting complaints. There are procedures in place for the use of the system and enhanced reporting tools available.

Questionnaires continue to be used as a method of assessing the risk of the activities of unrated Home Caterers. This group tends to operate sporadically and often do not continue their operation. Undertaking the questionnaires enables the team to target the higher risk activities for inspection within 28 days of opening. Home Caterers already on the inspection cycle will be inspected in

line with the priorities detailed in 3.1. Home Caterers assessed as undertaking low risk activities will be inspected outside of these time scales.

The Council has continued to participate in the FHRS. Support has been given to the national campaigns around raising the profile of this scheme and has undertaken data cleansing exercises as required by the FSA.

The Council has continued to use of Social Media through a Facebook page to inform business of emerging issues, including reinforcing the FHRS; publicising campaigns and informing members of where a business achieves a five under that scheme.

There has been a contribution through working with PHE, providing details of suitable premises for healthy eating interventions. GIS mapping has been developed to enable PHE to see the proximity of take-away premises to schools and play areas so that further targeting can be carried out.

Officers have continued to support enforcement activity in relation to illegal oyster harvesting and disrupting that activity.

There is continued support of the Safety Advisory Group which provides guidance to event applicants.

The service has undertaken a review of the animal feed arrangements and has formalised an arrangement with Essex County Council to deliver the NTS animal feed inspection programme.

6.2 Identification of any Variation from the Service Plan 2018-19

An alternative intervention strategy was not been implemented for E rated premises because of an unfilled post.

The service has been carrying vacancies through the year. The contracted inspection programme has been formalised with a 3 year arrangement with a provider. There has also been acting up opportunities within the team where cover has been required.

6.3 Areas for Improvement

- Continue to improve the use of the database;
- Continued improvement of remote working facilities to integrate paperwork for inspections;
- Improved reporting tools are being developed for performance management purposes;
- Continue to maximise use of Uniform;
- Utilise Uniform to report electronically the sampling element of the LAEMS;
- Standardising work where possible and process improvements.
- Continue to vet and prioritise new premises inspections;

- Training of Officers to support work areas and identified competency requirements;
- Determine where 'other official controls' are possible and how IT would need to be mapped to report this;
- It is planned to review the arrangement for childminders to determine whether Regulatory Services needs to hold their details on our database and whether an intelligence-based approach for interventions can be developed;
- Develop the process for alternative enforcement for low risk food hygiene interventions and to include an alternative enforcement approach for food standards;
- Work with businesses to identify service needs, including the continued participation in the Better Business for All agenda;
- Integration on Uniform for all feed establishments and process controls.

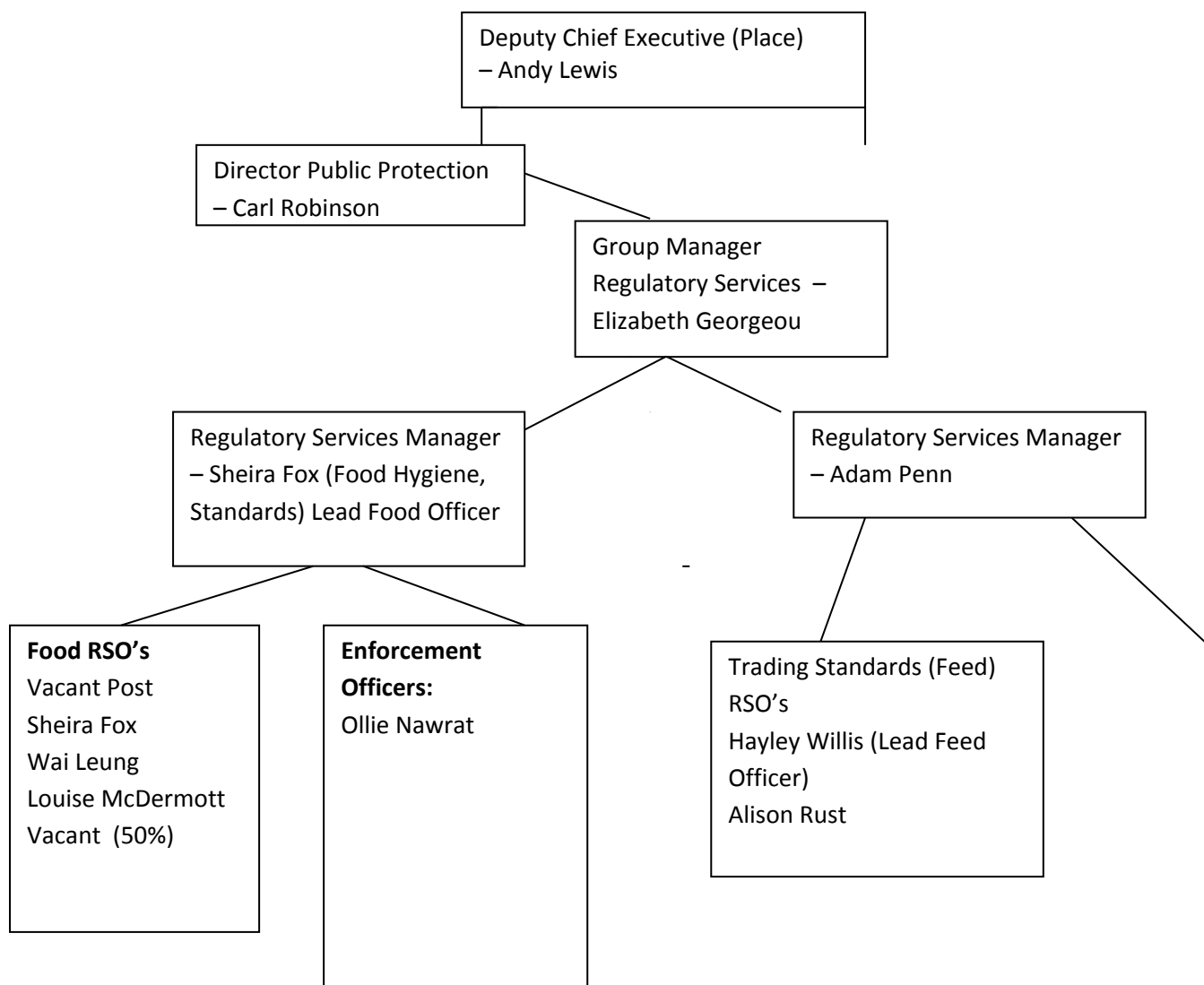
Annex 1

Leader and Cabinet Portfolio for Community Safety:

Leader Tony Cox

Community Safety: Daniel Nelson

Food Service – Officers undertaking food work only:



SOUTHEND-ON-SEA BOROUGH COUNCIL
SAMPLING PROGRAMME; 1st April 2019 – 31st March 2020

Samples will be collected from the reception or post room around 3.30pm.
Sampling will take place fortnightly, unless otherwise agreed with PHE lab.

| | Microbiological Sampling Dates | | | |
|--|--------------------------------|--|----------|-----------------------|
| | Weds | Sampling Projects In-house, HPA, FSA funded, Eastern Region | Approved | Cockles (June-Oct) |
| | 03/04/2019 | In-house rte seafood, dressed crab etc | | |
| | 17/04/2019 | In-house rte seafood, dressed crab etc | YES | |
| | 01/05/2019 | In-house rte seafood, dressed crab etc *RESAMPLES* | | |
| | 15/05/2019 | In-house scooped & machine ice cream (including factories) | | |
| | 29/05/2019 | In-house scooped & machine ice cream | | |
| | 12/06/2019 | In-house scooped & machine ice cream | | |
| | 26/06/2019 | PHE Study 67 MAP/ Vac packed Foods | | |
| | 10/07/2019 | PHE Study 67 MAP/ Vac packed Foods | | |
| | 24/07/2019 | *RESAMPLE* In-house Environmental Swabs, cloths and food containers | | |
| | 07/08/2019 | In-house Environmental Swabs, cloths and food containers | | |
| | 21/08/2019 | In-house Environmental Swabs, cloths and food containers | YES | |
| | 04/09/2019 | In-house ready to eat foods from Production Kitchens/ factories | | |
| | 18/09/2019 | In-house ready to eat foods from Production Kitchens/ factories | | |
| | 02/10/2019 | In-house ready to eat foods from Production Kitchens/ factories | | |
| | 16/10/2019 | In-house Listeria shopping basket i.e. pate, soft cheese, smoked fish, sandwiches | | |
| | 30/10/2019 | In-house Listeria shopping basket i.e. pate, soft cheese, smoked fish, sandwiches | | |
| | 13/11/2019 | In-house Listeria shopping basket i.e. pate, soft cheese, smoked fish, sandwiches | | |
| | 27/11/2019 | In-house seasonal food i.e. gravy, sliced meat, chocolate coated products | YES | |
| | 11/12/2019 | In-house seasonal food i.e. gravy, sliced meat, chocolate coated products | | |
| | 22/01/2020 | PHE Study 68 Raw Milk Cheese | | |
| | 05/02/2020 | PHE Study 68 Raw Milk Cheese | | |
| | 19/02/2020 | In-house ready to eat ambient/ chilled veg/ vegan foods | | |
| | 04/03/2020 | In-house ready to eat ambient/ chilled veg/ vegan foods *RESAMPLES* AND Water samples (Event) | | |
| | 18/03/2020 | Emerging issues *RESAMPLES* AND Water samples (Event) | | |

Vegetarian/ Vegan foods: kefir, cold pressed seeded etc products, vegan cakes, coleslaw

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Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

25th June 2019

Agenda
Item No.

11

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. |
| 114 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 3.10 116 | 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% |
| 118 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 5.5 119 | 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). |
| 120 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 2.2 121 | % 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. |
| 123 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. |
| 124 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 4.6 125 | 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. |
| 126 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. |
| 127 CP 5.5 | Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD] | - | 25,483 | 36,705 | 40,250 | <p>Due to a change in provider earlier in the year there was a requirement to get customers to sign up to the new portal as they could not be simply migrated across. In effect we have had to start again.</p> <p>For 2019/20 we are looking at alternative measurement of success as a count of users who are signed up to the portal does not support an outcome based approach.</p> |
| CP 5.6 | Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD] | - | - | 58.7% | 96.1% | The 2018/19 outturn is 96.1% and achieved against the set target of 95%. The national benchmark is 61.3% and the neighbour's benchmark is 57.2%. The outturn of the % pupils receiving their EHCP within the required timeframe is above target at 96.1%. In view of the very low starting point, this significant improvement has been sustained, and we are now performing as one of the highest in the country. However, the importance of receiving a high quality EHCP quickly is fundamental to supporting children and young people, and the measure will be retained to ensure sustainability. In addition to the timeliness, our attention has now focused on improving the quality of the EHCPs to ensure they best meet the needs of the learner. |

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Southend-on-Sea Borough Council

Report of Chief Executive To Cabinet

On
25th June 2019

Report prepared by:
Louisa Thomas – Data & Insights Analyst
and Suzanne Newman – Insights Manager

Agenda
Item No.

12

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 |

SAFE & WELL

Permanent admissions into residential/ nursing care, per 100,000 population aged 65+

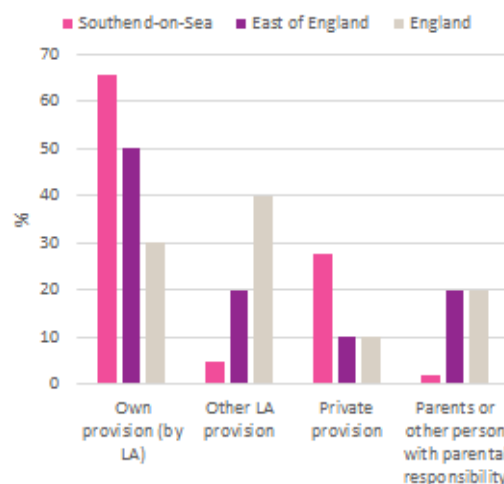


March 2019
Actual: 686.8
Target: 631



2017/18
Actual: 597.3
Target: 631

Looked After Children



+30%

LAC Change
2014/15 –
March 2019

Homelessness

per 10,000 population



Homelessness

Actual: 2.23
Target: 3.19



Children in temporary
accommodation

Actual: 1.5
Target: 0.8

Adults accessing mental health services living independently

65.7%

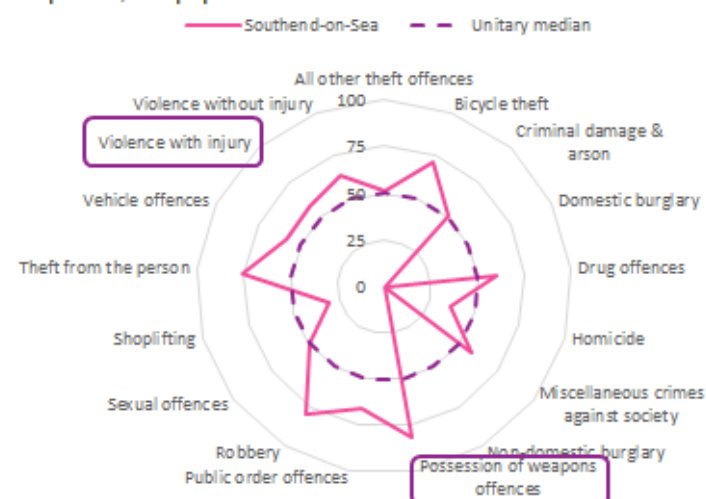
Southend
(March 2019)

57%

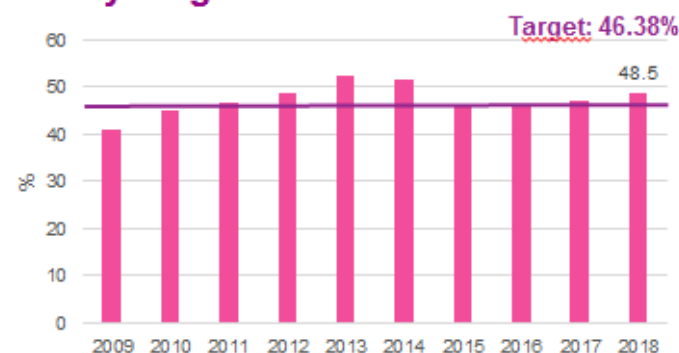
England average
(2017/18)

Incidents of Crime

per 10,000 population

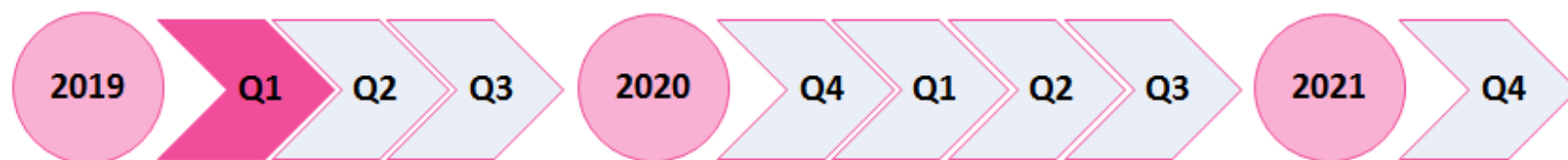


Recycling rate



Key insights:

- XXX
- XXX
- XXX
- XXX



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.

13

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 <ul style="list-style-type: none"> - Inherent, Current and Target scores - Controls and Assurances - Future Actions and comments. |

Southend-on-Sea Borough Council's Corporate Assurance and Risk Register is a best practice template for recording and managing risks. The Council also promotes the use of Assurance and Risk Registers for managing risks within service areas which are recorded and managed in service and project plans.

The Risk Register is a management tool where a review and updating process identifies, assesses and manages down the risk to acceptable levels. It provides a framework in which problems that may arise and adversely affect the delivery of the Council's aims and priorities are captured and actions instigated to reduce the likelihood and impact of that particular risk.

Section 1 - Three Stage Risk Scoring Process

Southend-on-Sea Borough Council operates a 3 Stage Risk Scoring process as outlined in the Council's Risk Management Toolkit which is available on the Council intranet site. The information below offers a brief overview of each stage of the Risk process.

Inherent score – the risk scored with no controls, assurances or actions in place.

Current score – the risk scored with controls, assurances and progressed actions.

Target score – the risk score with controls and assurances in place and linked actions completed.

As controls and assurances are put in place and actions completed the Risk will be more controlled and, therefore, the current score moves towards the Target Score. The current score from the last reported Corporate Risk Register is shown in brackets.

Section 2 - Risk Matrix

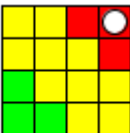
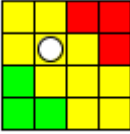

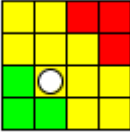
| E X A M P L E S | | | | IMPACT | CORPORATE RISK GRID | | | |
|---|---|---|---|--------------|---------------------|------------------|-----------------------|------------------------|
| Reputational: | Compliance | Financial: | Service Provision / Continuity: | | | | | |
| National publication (name and shame) by external body leading to a loss of control over the running of Council operations. Front page of national paper. | The council faces serious penalties or prosecution & criticism from institutions such as, Ombudsman, Information commissioner. Customers are treated unfairly & suffer damage by the council. | Over £1m loss More than 20% of total budget individually or cumulatively | Service delivery affected by over 3 months. Statutory / critical service delivery will cease for a period of time without any effective contingency. | Catastrophic | 4 | 8 | 12 | 16 |
| National or local front-page press article leading to a reduced ability to affectively deliver one or more services. National press article. | The council may face criticism and be ordered to comply with legislation by an external body as a result of a breach. | Between £500k - £1m, 10-20% of total budget individually or cumulatively | Delivery affected between 1 & 3 Months. Loss of a non-critical service for a significant period of time. | Severe | 3 | 6 | 9 | 12 |
| Disgruntled local groups/ individuals possibly leading to internal complaints with research into the causes. Local press article &/or ombudsman enquiry. | The council may commit largely undetectable breaches in legislation and internal procedures that could have other minor effects on reputation, service delivery etc. | Between £50k - £499k, 5 – 10% of total budget individually or cumulatively | Delivery affected by up to 1 month. Minor disruption or inconvenience to service delivery & customers. (Reduced staffing, late opening, temp loss of IT). | Material | 2 | 4 | 6 | 8 |
| Rumour and gossip | All other material risks. | Under £50k, less than 5% of total budget individually or cumulatively | Minor disruption | Negligible | 1 | 2 | 3 | 4 |
| | | | | | Unlikely <10% | Likely 10-40% | Very Likely 40-75% | Almost Certain >75% |
| | | | | | LIKELIHOOD | | | |



2018-19 Corporate Risk Register

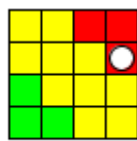
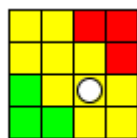
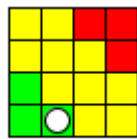
Appendix 2



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 | 16 | Impact |  |
| | | | | | | | | |
| 1819CRR01 | Risk that failure to manage the short term budget gap and growing demand for services and failure to ensure the council is financially sustainable after 2020/21 will result in significant adverse impact on council services | Joe Chesterton | Strategic | Financial/Reputational | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 6 | Impact |  |
| 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. 2. Control: Management oversight of budget setting process through: reports to CMT and Administration Assurance: Reports/Minutes 3. Control: Senior member and Chief Executive challenge to departments on proposed savings Assurance: Reports and minutes of meetings. 4. Control: Director challenge to Directors Assurance: Minutes of Departmental Management Team meetings/emails. 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. | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 4 | Impact |
| 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. |  | | |  |
| | | | | | | | | Likelihood |



| | | | | | | | | |
|-------------|---|----------------|-------------|--|---|--|--|--|
| 1819CRA0103 | Continual monitoring, risk assessment and reporting of progress on options to meet the budget reductions required to set balanced budgets in 2018/19 to 2023/24 | Joe Chesterton | 31-Mar-2019 | <p>Quarter 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> |  | | | |
| 1819CRA0104 | Continually monitor and assess government's position on grant to be distributed to Local Authorities and other Government announcements that impact funding | Joe Chesterton | 31-Mar-2019 | <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 | 12 | 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 | | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 6 | Impact |  Likelihood | |
| 1. Control: Managing Organisational Change Policy; Redeployment Policy & Procedure; Redundancy Policy & Procedure Assurance: Policy documents available via intranet. 2. Control: Oversight of policies and procedures to ensure consistency of HR policies and processes and in implementing policies relating to restructures through the Corporate Management Team and Workforce Planning Panel Assurance: Reports to and Minutes of meetings. 3. Control: All staff vacancies, redeployments and redundancies reviewed by the Workforce Planning Panel Assurance: Minutes of Workforce Planning Panel 4. Control: Recruitment provider to identify recruitment hotspots and plan effective recruitment campaigns Assurance: Service Level Agreement, Contract management. | | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 2 | Impact |  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. | ✓ | | | | |
| 1819CRA0202 | Participate in regional Children's Social Care Workforce project | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - Collaborative and focused work with HR and the service area continues. | ✓ | | | | |
| 1819CRA0203 | Participate in regional Planners Workforce project | Peter Geraghty | 31-Mar-2019 | Quarter 4 - Participation in the regional planners Workforce project no longer required as recruitment drive has enabled the area to be fully staffed. | ✓ | | | | |


| | | | | | | | | |
|-------------|---|---------------|-------------|--|---|--|--|--|
| 1819CRA0204 | Develop a framework to deliver professional recruitment resources, including a robust implementation plan which is jointly owned by SBC and Hays and which is appropriately managed | Joanna Ruffle | 31-Mar-2019 | Quarter 4 – The new recruitment partnership is now implemented and work continues to deliver on recruitment priorities. |  | | | |
| 1819CRA0205 | Role of Resourcing Manager agreed and funded to drive talent management initiatives across the organisation | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - Strengthened the strategic capacity in HR. Strategic lead for resourcing has been established. The recruitment service has been reviewed and a new recruitment partner has been appointed. |  | | | |

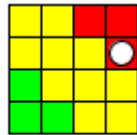
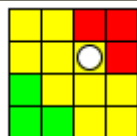
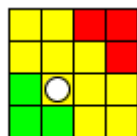
| Risk Title | 3. Key External Challenges | | | | | | | |
|---|--|----------------|-------------|--|---------------------|-------------------|---|---|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | 12 | <div><div>Impact</div><div>Likelihood</div></div> | |
| 1819CRR03 | Risk that the impact of, or a failure to take advantage of, the Government’s agenda and the lead up to Brexit, may hamper the ability of the Council to achieve key priorities | Alison Griffin | Strategic | Reputation | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 6 | <div><div>Impact</div><div>Likelihood</div></div> | |
| 1. Control: Southend Borough Council active member of South East Enterprise Partnership (SELEP) Board and officers aligned to relevant working groups to engage and influence activity and decisions, Assurance: Minutes/Reports 2. Control: Corporate Management Team - oversight of Key Projects Assurance: Minutes/ Project Management Reports to CMT 3. Control: Success For All Children Group Assurance: Children and Young People Plan/Reports/Minutes 4. Control: Health and Wellbeing Board Assurance: Joint Health and Wellbeing Strategy/Report/Minutes 5. Control: Association of South Essex Local Authority Assurance: Report/Minutes | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 4 | <div><div>Impact</div><div>Likelihood</div></div> |
| 1819CRA0301 | Maintaining, renewing and building relationships with key partners | Alison Griffin | 31-Mar-2019 | Quarter 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. 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. Partners have been engaged in the development of Southend 2050, including through a series of stakeholder events to develop a partners timeline and roadmap. | ✔ | | | |


| | | | | | | | | |
|----------------------------|--|----------------|-------------|--|---|--|--|--|
| 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 03 146 | 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. |  | | | |

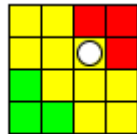
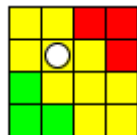
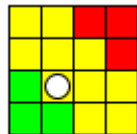
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|------------------------|--|----------------|-------------|--|---|--|--|--|
| 1819CRA03 05 | Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP. | Andrew Lewis | 31-Mar-2019 | 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 06 147 | 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 | 12 | <div><div>Impact</div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div></div></div> | |
| 1819CRR04 | Risk that a failure to implement plans to address rising homelessness and failure to develop a robust housing strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing deman | Simon Leftley | Strategic | Financial | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | <div><div>Impact</div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div></div></div> | |
| 1. Control: Core Strategy and Local Development Plan in place Assurance: Strategy documents 2. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes 3. Control: Housing Strategy Assurance: Documents 4. Control: Housing Working Party: Assurance: Reports and minutes of meetings | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 6 | <div><div>Impact</div><div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div></div></div> |
| 1819CRA0401 | Agree a new Housing Strategy for the borough aimed at ensuring the appropriate level of accommodation in the borough and reduce the need for temporary accommodation | 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. | <div><div></div></div> | | | |
| 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. | <div><div></div></div> | | | |

| | | | | | | | | |
|-----------------|--|------------------------------------|-------------|---|---|--|--|--|
| 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 | 12 | Impact |  | |
| 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 | | | | | 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 | Impact |  | |
| 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 | | | | | | | | | 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 | 4 | Impact | |
| 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. | ✓ | | | |  |
| 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 | ✓ | | | | |

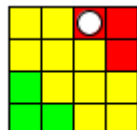
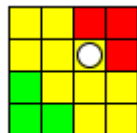
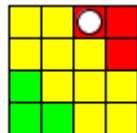


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|-------------|--|--------------------------------|-------------|--|---|--|--|--|
| 1819CRA0505 | Ensure compliance with spending profiles for Local Growth Fund to maintain access to available finance (notably for Airport Business Park and the Forum) | Adrian Beswick; Mark Murphy | 31-Mar-2019 | Quarter 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 | 9 | Impact  | Likelihood | |
| 1819CRR06 | Risk that failure to provide the required number of school places at secondary schools for 2018 and 2019 will lead to significant reputational and legal damage for the council. | Simon Leftley | Strategic | Reputational and Legal | | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 6 | Impact  | Likelihood | |
| 1. Control: School Places working party Assurance: minutes 2. Control: Archive of cabinet and Council decisions Assurance: minutes 3. Control: Correspondence between stakeholders, schools, Academy trusts, Local MPs, Ministers Assurance: correspondence 4. Control: Weekly report on progress from Learning to Executive Councillor Assurance: note of actions | | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 4 | Impact  | Likelihood |
| 1819CRA0601 | Establish a secondary places project Board to monitor progress in actions and outcomes for both 18 and 19 places | Brin Martin | 31-Mar-2019 | Quarter 4 - Regular meetings of those involved with specific projects takes place, involving officers, contractors and the school. The outcomes of these meetings are shared with the Group Manager who has oversight of the build. | ✔ | | | | |
| 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 | 12 | <div>Impact</div> <div>Likelihood</div> | |
| 1819CRR07 | Risk that the implementation of Sustainability and Transformation Partnership (STP) proposals and implementation of the Localities Model does not result in effective health and social care outcomes for residents and also leads to significant cost increas | Simon Leftley | Strategic | Financial, Service Provision | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | <div>Impact</div> <div>Likelihood</div> | |
| 1. Control: South East Essex Locality Partnership: Assurance: Reports/Meeting Minutes. 2. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes. 3. Control: Locality Transformation Group. Assurance: Reports/Meeting Minutes. 4. Control: Corporate Management Team. Assurance: Reports/Meeting Minutes. | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 4 | <div>Impact</div> <div>Likelihood</div> |
| 1819CRA0701 | Continue to actively work with Mid and South Essex health and social care partners to develop the STP proposals to ensure positive outcomes in health and social care provision for Southend residents | Simon Leftley | 31-Mar-2019 | Quarter 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. 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 | <div>✔</div> | | | |


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| | | | | agreed to refer the STP in its' entirety to the Secretary of State on the basis of inadequate consultation and not in the interests of the local health economy. A letter was sent to the Secretary of State on 23rd November 2018. Consideration / deliberation from the SoS Health and Social Care is still outstanding. | | | | |
| 1819CRA0702 | That the Health and Wellbeing Board (HWB) oversees the development and implementation of the localities model for health and social provision in the borough. | Simon Leftley | 31-Mar-2019 | Quarter 4 - HWB hold regular discussions regarding the development of the STP proposals and the Southend Locality development. A South East Essex governance approach to developing Localities is now operational. This partnership is accountable to HWB and is responsible for the business plan being developed. The Locality Strategy 'Living Well In Thriving Communities' is agreed and is now being implemented through the Partnership. Primary Care Networks present a significant risk to the geography of the Southend Localities and the Partnership has now agreed approach to inclusion. | ✓ | | | |
| 155 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 | 12 | 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 | | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | Impact |  Likelihood | |
| 1. Control: Senior Information Risk Owner - Assurance: Annual SIRO report to Cabinet 2. Control: Annual IG Toolkit assessment – Assurance: Report from independent assessment. 3. Control: Regular reports to Corporate Management Team. Assurance: Reports/Minutes 4. Control: Corporate Information Governance Group: Assurance: Reports/Minutes | | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 12 | 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). |  | | | | |
| 1819CRA0802 | Ensure the Council’s project plan, and associated officer group, for implementation of the General Data Protection Regulation (GDPR) is revised to address continued compliance with data protection legislation. | Lysanne Eddy | 31-Mar-2019 | Quarter 4 - DP/GDPR continues to be embedded as BAU, referrals for advice remain high, indicating good awareness. The SPARK training module and previous Face to Face training is imminently to be replaced by e-learning, refreshing its profile across the organisation. During the training role out intelligence will be gathered about potential additional training requirements. The GDPR Group will be refocused to align with the new Governance architecture. |  | | | | |

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| 1819CRA0803 | Ensure information management is a key part of the Council's transformation agenda. | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - Digital enablement is a key condition for Transformation. The new Insights team in the Corporate Strategy unit is now fully staffed. |  | | | |
| 1819CRA0804 157 | Ensure the Council's cyber security arrangements are up to date and robust enough to withstand attacks. | Sandeep Thakrar | 31-Mar-2019 | Quarter 4 - Risk assessed impact and likelihood of cyber-attack remains high. ICT Officer (Cyber Security) currently processing the IT Health Check (ITHC) and starting to mitigate risks raised within the report. Delivery of the Mobile Device End Point is due for completion on the 17.05.19. ICT and Data Governance Teams are evaluating the IT Security Action Plan (LGA Stocktake), setting goals and assigning responsibilities. Further Cyber Workshops completed during March 19 with very positive feedback. Training around Ransomware is being delivered through a service called Metacompliance. Progress at 80% SBC cannot guarantee we can withstand (all) attacks. |  | | | |
| 1819CRA0805 | Review the Council's approach to the use and sharing of, information and data | Joanna Ruffle | 31-Mar-2019 | Quarter 4 - This work continues and will now be overseen by the Good Governance Board, this work will also be picked up by the JSNA group. |  | | | |

| Risk Title | 9. Children's Services Improvement Plan | | | | | | | | |
|--|--|-----------------|-------------|--|---|-------------------|--------|------------|------------|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | 12 | Impact | Likelihood | |
| 1819CRR09 | Risk that the actions and expected outcomes from the Children's Services Improvement Plan are not achieved within expected timescales, resulting in a failure to achieve a rating of 'Good' in future Ofsted inspection | Simon Leftley | Strategic | Reputational | | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | Impact | 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 | 6 | Impact | Likelihood |
| 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> |  | | | | |

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| 159 1819CRA09 02 | Embed the new Edge of Care Team, to support those children at risk of entering, or re-entering, the care system (particularly older children at risk from the breakdown of foster care placements. | John O'Loughlin | 31-Mar-2019 | <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> |  | | | |
|------------------------|--|-----------------|-------------|--|---|--|--|--|


| | | | | | | | | |
|-------------|--|-----------------|-------------|--|---|--|--|--|
| 160 | | | | <p>In Quarter 4 Edge of Care have closed 16 cases.</p> <p>5 Remain in the family home.</p> <p>5 Placed into Care.</p> <p>3 Stabilised placements.</p> <p>1 From Foster Care to Residential Care.</p> <p>2 Welfare Visits only.</p> <p>In quarter 4 Edge of Care have 55 open family cases. (Some children will have dual categories)</p> <p>19 CP plans only</p> <p>2 CIN only</p> <p>11 CP and PLO</p> <p>8 LAC</p> <p>5 Supervision Order and CIN plan</p> <p>8 Reunification</p> <p>0 Supervision Order and CP plan</p> <p>0 Special Guardianship and CIN plan</p> <p>3 Families requiring Welfare Visits</p> | | | | |
| 1819CRA0903 | Implement and embed the Early Help Phase 2 programme, which, working in partnership with other care professionals will aim to improve the first contact service for vulnerable children. | John O'Loughlin | 31-Mar-2019 | <p>Quarter 4 - Early Help Family Support held a Service Transformation Workshop on 12th December 2019. This was well attended and enabled the Transformation plan to be updated and submitted to the MHCLG</p> <p>We have met the TF attachment target of 1480, however MHCLG has now published a trajectory which shows an increased projected target of 2,600 to allow Payment by Results (PbR's) target to be met by 2020 at our</p> |  | | | |

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|-------------|---|---------------|-------------|---|---|--|--|--|
| 161 | | | | <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 | 9 | <div>Impact</div> <div>Likelihood</div> | |
| 1819CRR10 | Risk of contractor failing to meet contractual requirements to effectively manage waste contractual arrangements results in additional financial liability for the Council and loss of service quality. | Andrew Lewis | Strategic | Reputational, Financial | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | <div>Impact</div> <div>Likelihood</div> | |
| 1. Control: Regular contract management meetings with suppliers Assurance: Meeting Minutes/Reports 2. Control: Data set monitored by DMT and senior managers Assurance: Reports/Minutes 3. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 6 | <div>Impact</div> <div>Likelihood</div> |
| 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. | ✔ | | | |
| 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 | 12 | <div>Impact</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div> | |
| 1819CRR11 | Risk that surface water flooding, breach of sea defences and/or seafront cliff movement, will result in damage to property and infrastructure as well as significant disruption. | Andrew Lewis | Strategic | Reputational, Reputational | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | <div>Impact</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div> | |
| 1. Control: Flooding Reports considered by Cabinet Assurance: Reports/Meeting minutes. 2. Control: Gully cleaning programme in place Assurance: Programme documents. 3. Control: Regular monitoring of Met Office weather alerts Assurance: Alerts/Reports 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 6 | <div>Impact</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div> |
| 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. | ✔ | | | |
| 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 | 12 | <div>Impact</div> <div>Likelihood</div> | |
| 1819CRR12 | Risk that failure of partners to progress major infrastructure developments (e.g. Seaways, Airport Business Park and Queensway) will result in significant financial and reputational damage to the Council. | Joe Chesterton; Andrew Lewis | Strategic | Reputational, Financial | | | <div>Impact</div> <div>Likelihood</div> | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | <div>Impact</div> <div>Likelihood</div> | |
| 1. Control: Corporate Management Team Assurance: Reports/Minutes. 2. Control: Corporate Management Team Assurance: Reports/Meeting Minutes 3. Control: Project Boards Assurance: Reports/Meeting Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 6 | <div>Impact</div> <div>Likelihood</div> |
| 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 | ✓ | | | <div>Impact</div> <div>Likelihood</div> |
| 1819CRA1202 | Airport Business Park 2018/19 actions: • To commence Phase 1 infrastructure works • To agree Westcliff Rugby Club relocation strategy and commence work • To submit a planning application for the Innovation centre | Andrew Lewis | 31-Mar-2019 | Quarter 4 –Phase 1 infrastructure works completed. Phase 1 utility works to be completed by October 2019. WRFC clubhouse and pitch works completed – once utilities works completed clubhouse handed over to WRFC (expected Oct/Nov 2019). Pre-application discussions ongoing with Rochford over The Launchpad. | ✓ | | | |

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| 1819CRA1203 | Seaway Car Park 2018/19 actions: • To support Turnstone to submit a planning application • To meet the Coach Park Relocation Condition • To support Turnstone in securing prime tenants | Joe Chesterton | 31-Mar-2019 | Quarter 4 - The planning application was submitted in December 2018. Full report on scheme and extending agreement approved at January Cabinet. |  | | | |
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| Risk Title | 13. Local Plan | | | | | | | |
|---|---|----------------|-------------|--|---------------------|-------------------|---|---|
| Stage 1 - Risk without controls (Inherent risk) | | | | | | | | |
| Code | Risk - CAUSE, EVENT, EFFECT | Risk Owner | Risk type | Risk category | Inherent risk score | 12 | <div>Impact</div> <div>Likelihood</div> | |
| 1819CRR13 | Risk that the failure to meet deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted planning policies | Andrew Lewis | Strategic | Reputational, Financial | | | | |
| Stage 2 - Risk with Controls and Assurances (current risk) | | | | | | | | |
| List of controls and associated assurances to ensure controls are working | | | | | Current risk score | 9 | <div>Impact</div> <div>Likelihood</div> | |
| 1. Control: Reports to Cabinet Assurance: Council minute system 2. Control: Regular reports to Corporate Management Team Assurance: Reports/Minutes 3. Control: Member Local Development Framework Working Party Assurance: Reports/Minutes | | | | | | | | |
| Stage 3 - Further actions to reduce the risk (target risk) | | | | | | | | |
| Code | Actions to further mitigate risk / maximise opportunities | Action Owner | Due date | Comments / update on progress | RAG Status | Target risk score | 4 | <div>Impact</div> <div>Likelihood</div> |
| 1819CRA1301 | Ensure an in-principle decision to proceed with the preparation of the development of a Local Plan for the borough. | Peter Geraghty | 31-Mar-2019 | Quarter 4 – Local Plan progressed beyond the Issues and Opportunities stage. | ✓ | | | |
| 1819CRA1302 | Begin consultation with community and stakeholders on issues and options in line with 'Regulation 18' | Peter Geraghty | 31-Mar-2019 | Quarter 4 – Local Plan progressed and the Issues and Opportunities consultation stage has been completed. | ✓ | | | |
| 1819CRA1303 | Ensure continued alignment of the Local Plan with the development of the Joint Strategic Plan and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy). | Peter Geraghty | 31-Mar-2019 | Quarter 4 – A joint South Essex policy team, including officers from Southend, has been established under an informal arrangement and work on key evidence documents and a Statement of Community Involvement is progressing. Officers working on the Local Plan continue to work with those involved in the Joint Strategic Plan and other Council strategies to ensure alignment as they progress. | ✓ | | | |

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Southend-on-Sea Borough Council

Report of Strategic Director (Finance and Resources) to Cabinet

on
25 June 2019

Agenda
Item No.

14

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 Priors Residential Care homes and the Viking Day Centre. It is a 60 bedded unit which has been designed to be agile and adaptive by initially creating an environment of 45 beds where people can undergo an intense period of assessment and reablement with a view to them returning home, not remaining in long term care. A modern and adaptive space which will be used to support people with profound learning disabilities to lead fulfilling lives

In the first instance, a proportion of the unit (15 beds) will continue to support some of the most complex and challenging older people suffering with dementia. An environment aligned to the Southend 2050 vision and locality approach. The Locality Approach focuses on supporting people to remain in their own home surrounded by their family, friends and other assets for as long as possible. More information of this scheme is set out in section 4.2.

3.8 Schools

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that our children are school and life ready and our workforce is skilled and job ready.

The schools capital investment programme continues to be dominated by the need to provide more school places to cope with the current high pupil numbers, as the demand moves from the primary sector to the secondary schools. Expenditure on the education capital programme for 2018/19 was £15.0m. Of this, £13.5m was spent on the provision of new secondary school places and improvements to special education accommodation.

The expansion of two year old childcare facilities has continued with a spend of £60k to upgrade private provider facilities to take two year old nursery pupils who qualify for a free place. An additional Early Year grant of £536k has been

used to upgrade the nursery accommodation at a private setting and at Edwards Hall Primary School. The grant also covered a replacement building for the private nursery at the Renown Centre in Shoeburyness to allow demolition and redevelopment of the site by the council to build additional social housing in the area.

The programme to expand secondary schools is now entering its third year. It is a multi-year programme that started in 2016/17. There was a spend of £5.8m in 2017/18 and £13.5m in 2018/19. This programme will continue into 2019/20 and when completed will see an additional 1,100 permanent places for year seven to year eleven pupils across the non-selective sector. A further 450 places will also be created when demand requires them.

£0.7m was spent on condition works within the maintained primary schools, the Adult Community College and Children's Centres. These covered larger high cost repairs and replacements projects on roofs, curtain walling windows and boilers that are beyond the budget of the individual settings. In addition, £317k was devolved as formula capital to the maintained schools to manage their own smaller capital works.

Much of the schools capital programme scheme involves multi-year projects. Net budget carry forward, accelerated delivery requests and other budget adjustments of £1.9m have been put forward as part of this report

3.9 Enterprise and Regeneration

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bring prosperity and job opportunities to the borough.

A major investment is for the Airport Business Park, which is a major strategic employment site in close proximity to London Southend Airport. It is envisaged that the new Business Park will become renowned as a leading regional centre for the science, medical and technology sectors and deliver benefits for both local businesses and local communities. The development will create thousands of job opportunities for local people, attract inward investment and it is hoped it will bring lasting prosperity to the region. £3.9m of investment has been made in design and construction during 2018/19 towards this outcome.

3.10 Culture and Tourism

Under the theme Pride and Joy investment in this area contributes to the desired outcome that the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.

Under the theme Safe and Well investment in this area contributes to the desired outcome that Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

Under the theme Active and Involved investment in this area contributes to the desired outcome that more people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that key regeneration schemes such as seafront developments are underway and bringing prosperity and job opportunities to the borough.

The borough's libraries (including the Forum) had over a million visitors during 2018/19. A major investment is for Forum II, the second phase development of the Forum in partnership with South Essex College. This will deliver education, cultural and business space so as to increase the opportunity to engage with digital, cultural and creative industries. £0.5m of investment has been made in design, consultancy, architects and planning during 2018/19 towards this outcome, with the more significant investment to come in 2019/20 to 2021/22..

A major investment of £1.5m was made to replace and enhance the steps on the Belton Hills.

In last year's Residents Perception Survey Parks and open spaces were an important aspect for residents. The town has many parks, gardens and nature reserves offering a range of facilities including sports pitches/courts, children's playgrounds, skateboarding, cafés, boating lakes, fishing lakes and wildlife areas. In recognition of this, capital investment of £0.4m has been made in the town's parks and open spaces during 2018/19.

3.11 Southend Pier

In the Residents Perception Survey residents were asked what they most like about living in this area. The seaside/beach was one of the top responses. A key element of this is Southend's historic pleasure pier, the longest in the world. In recognition of this, capital investment of £1.8m had been made in the pier, including £0.8m on condition works. Numbers of visitors have increased year on year with record numbers in 2018/19 of 380,000. Visitor numbers so far in 2019/20 are exceeding the levels for the same period last year.

3.12 Highways and Infrastructure

The Residents Perception Survey also asked what they most disliked about living in this area. The quality of the roads and pavements was the top area of concern and in response to this, capital investment of £7.9m in improvements to the town's highway and footpath network has been made during 2018/19, with 93,440 m² of carriageway being resurfaced. This amount includes repairing potholes and junction improvements.

Investment of £2.3m was made in improvements to the A127 Kent Elms junction, including new inbound lanes, pedestrian crossings and the foundations for the new footbridge. More information of this scheme is set out in section 4.1.

The availability of parking and the amount of traffic congestion were other key areas of concern and in response to this, capital investment of £0.9m has been

made during 2018/19 for improvements and major works to the town's car parks and for traffic management, network and control systems.

3.13 Community Safety

As part of the survey residents were also asked how safe or unsafe they felt when outside in their local area. Less than one in ten residents said they felt unsafe during the day but four in ten residents said they felt unsafe after dark. Women and younger residents were more likely to feel unsafe after dark, with perceptions varying by locality. In response to this, capital investment of £0.2m has been made during 2018/19 for community safety, including the installation of CCTV equipment and consultancy on security measures.

3.14 Council Housing and New Build Programme

Under the theme Safe and Well investment in this area contributes to the desired outcome that we are well on our way to ensuring that everyone has a home that meets their needs.

Investment of £8.8m was made during 2018/19 in the borough's Council Housing and New Build Programme. This included £5.8m of Decent Homes work to the Council's housing stock including 36 kitchen and 41 bathroom modernisations and 55 rewiring schemes, together with improvements to the common areas and environmental health and safety works. This also included £0.5m for disabled adaptations and £2.2m for the construction of new housing on HRA land.

3.15 General Fund Housing

Under the theme Safe and Well investment in this area contributes to the desired outcome that we are all effective at protecting and improving the quality of life for the most vulnerable in our community.

£1.0m of disabled facilities grants were awarded during 2018/19 with 95 grants relating to adults and 6 relating to children. This is an area of high demands with 271 referrals being received during the year, an average of 23 per month.

Revised capital investment programme

3.16 A range of schemes have been identified that are funded from external contributions and grants. These have been included in the capital investment programme but there is flexibility in when these schemes are delivered either by the funder determining when it is appropriate or the Council matching delivery to available resources.

3.17 In total there are a number of schemes with unspent budgets in 2018/19 where the budget is needed in 2019/20 in order to complete the schemes. These schemes have started and/or are fully committed to but due to various factors have not completed or reached the anticipated stage by the 31 March 2019. These budget commitments total £7.445m and are summarised in Appendix 1.

- 3.18 In addition, some schemes have exceeded their 2018/19 budget allocation. The two causes of this are unforeseen costs being incurred or schemes spending ahead of profile in order to accelerate delivery, i.e. multi year schemes being delivered earlier or preliminary works starting on 2019/20 schemes to ensure their prompt completion. The sum of this accelerated delivery totals £4.386m and is analysed in Appendix 2.
- 3.19 Schemes that have exceeded their 2018/19 budget allocation will be financed by compensatory under spending on other schemes. The amended budget for 2018/19 after carry forward, accelerated delivery requests and budget adjustments have been taken into account is £49.755m. An outturn of £50.899m against this amended budget gives a net overspend of £1.144m.
- 3.20 In summary these adjustments are set out in the following table:

| | General Fund £000 | Housing Revenue Account £000 | Total £000 |
|--|----------------------------------|---|-----------------------|
| Net variance against February 2019 revised budget | (1,524) | (225) | (1,749) |
| Net position of carry forward and accelerated delivery requests (Appendices 1 and 2) | 2,830 | 229 | 3,059 |
| Variance after carry forwards and accelerated delivery requests | 1,306 | 4 | 1,310 |
| Additional budget adjustments (Appendix 6) | (166) | - | (166) |
| Adjusted net variance | 1,140 | 4 | 1,144 |

Brackets indicate an underspend against budget and additional income

- 3.21 An amended Capital Investment Programme reflecting all the changes above is attached at Appendix 7.

Capital Financing of the Programme

- 3.22 The capital investment programme is fully financed. When the budget is set, estimates are made on the likely levels of capital receipt, grant that will be received during the year, the likely level of borrowing required as well as the proposed level of expenditure. As the actual expenditure differs from the proposed budget, the associated financing needs to be amended also to reflect this.

3.23 The capital expenditure in 2018/19 is financed as follows;

| | 2018/19 Actual (£m) |
|---|------------------------------------|
| Total Capital Expenditure | 50.899 |
| Financed by: | |
| Borrowing ⁽¹⁾ | 20.135 |
| Invest to Save Financing ⁽¹⁾ | 0.369 |
| Capital Receipts | 2.051 |
| Capital Grants Utilised | 18.201 |
| Major Repairs Reserve | 6.076 |
| Other Revenue/ Capital Reserve Contributions | 3.146 |
| Third Party Contributions | 0.921 |
| Total Financing | 50.899 |

Note 1 - this relates to both internal and external borrowing

4. Key amendments to the capital investment programme

4.1 A127 Kent Elms Junction Improvements scheme

- 4.1.1 The £6.5m Kent Elms Improvements project was allocated £4.3m from LGF, with an additional contribution of £0.8m from the Essential Major Highway and Bridge Maintenance from LGF, £0.459 National Productivity Investment Fund (NPIF) and the remaining £0.905m Capital Contribution.
- 4.1.2 Construction commenced in November 2016 and highway works were programmed for completion in May 2017 with the new footbridge to be installed soon after. A number of utility diversion works were required to be undertaken during the construction of the highway works. National Grid Gas diversion works were programmed to be undertaken over 3 weeks. However their works took over 16 weeks to be completed. National Grid Gas reported that poor ground stability delayed their programme significantly which pushed the new network verification testing into an embargo period which caused further delays to their programme.
- 4.1.3 National Grid Gas delays then had a knock on effect with UK Power Networks cabling diversion works and BT Openreach diversions. There was not enough space in the footway for the utilities to work concurrently. The Council's project team ensured that where possible mitigation measures were undertaken during this period to minimise the impact of the delays. The main contractor, Eurovia carried out excavation works supporting the utilities where possible. These

utility delays also affected Eurovia's programme as they had to alter their working to allow the utility companies access to the areas of site to undertake the necessary diversion works.

- 4.1.4 Once BT Openreach were provided access to the site they also encountered delays to their programme. The most significant was due to their delay in commencing the design work on the southern side of the junction, installing new fibre optics and customer changeover works which took a number of months and they also had a six week winter embargo within which no works could take place. Despite the council formally writing to BT Openreach pressing for an early completion their works were completed in March 2018.
- 4.1.5 Once work commenced on the footbridge foundations it was established that a Essex and Suffolk Water main outside Kent Elms Health Centre was located 3 meters closer to the Health Centre and 1.5 meters shallower than showed by the information gathered. This caused a delay to the footbridge foundations and the footbridge design was halted until a solution could be established. This solution ultimately required the water main to be diverted.
- 4.1.6 To mitigate costs the Council's project team ensured that highway works were completed in sections with the eastbound carriageway completed in June 2018. The westbound carriageway works recommenced in April 2018, once BT Openreach diversions were complete. The westbound carriageway works were completed in September 2018. The Essex and Suffolk water main diversion works were completed in October 2018 and the north footbridge foundations recommenced construction in November 2018.
- 4.1.7 Although additional works were included within the scheme based on consultation responses received, it was considered that the cost of these additions would be covered by the scheme contingency. These included the new pedestrian crossing of the A127 near Mendip Crescent, the deceleration lane by Eastwood Road North and surfacing on Rayleigh Road. The main cost increases accounting for the overspend relate to inefficient working as a direct consequence of utility company delays, and delays for the water main diversion works which impacted the installation of the footbridge foundations. Additional costs were also incurred on traffic management, supervision and staff costs due to the extension of the overall programme.
- 4.1.8 This scheme has overrun as a direct consequence of delays to utility company diversion works and utility apparatus being encountered in unexpected locations. In addition to impacting on the programme for completing the scheme the delays to the utility works have had a consequential impact on project costs with the result that the scheme budget has been exceeded by £2.446m. (Original budget of £6.5m against outturn of £8.946m.)
- 4.1.9 £1.075m of this relates to 2018/19 and is shown as part of the net overspend set out in paragraph 3.19. Further budget of £1.371m is being requested to finance the scheme over the following years, 2019/20 £1.331m and 2020/21 £0.040m. The additional £2.446m is to be financed by borrowing and the finance costs of this are approximately £170,000 p.a.

- 4.1.10 Once the consequential costs of the delay to utility works has been established recovery action will be considered against the utility companies for recovery of relevant costs.
- 4.1.11 Lessons learnt from issues with utility diversions at Kent Elms Junction will be taken forward for future schemes. For example extensive trial hole investigations have been undertaken to locate utilities apparatus at The Bell junction so that issues are avoided in forthcoming works.

4.2 Re-development of the Delaware and Priory Residential Care homes and the Viking Day Centre

- 4.2.1 An outline Business Case was approved at Cabinet on 14 March 2017 for the development of a new care home and day centre on the Priory site. Work has proceeded on design and procurement. Following the tender process, the lowest price and also preferred bidder has resulted in an additional £1.585m of capital investment being required, this is due to a number of factors such as:

- introduction of enhanced fire safety measures following the Grenfell Tower fire;
- requirement to use piled foundations instead of pad foundations following ground condition surveys;
- there continues to be high volatility in the construction market given the uncertainty over Brexit which is also reflected in the tender returns.

The preferred bidder has agreed to hold the submitted price until the end of July 2019.

£66,000 of the existing 2019/20 budget has been spent in 2018/19. So the additional capital investment requirement being requested is £1.519m in 2020/21.

- 4.2.2 Consideration needs to be given to the fact that Priory and Delaware are at the end of their build life so would need significant investment or closure and that the Viking building is not fit for purpose and an alternative site would need to be found for the people currently receiving support there. A business case has been drawn up and the new facility achieves a surplus to the Council from the date of operation of 1st October 2020 of £148,000 per annum (equivalent half year £74,000 in 2020/21), rising to an ongoing and long term surplus for the Council from 2025/26 of £455,000 per annum.
- 4.2.3 This is an opportunity to provide an adaptive short term assessment unit that contributes towards avoiding unnecessary hospital admissions, supports people to remain in their own homes for longer and to live fulfilling lives.

4.3 Affordable Housing Acquisitions Programme

- 4.3.1 The Council is required to make use of retained Right-to-Buy (RTB) receipts within three years of their collection, or pay the receipt in full (plus interest) to HM Treasury. The Council is currently required to invest £4.306m in affordable

housing by the end of 2019/20 in order to not return our RTB receipts and incur interest payments.

4.3.2 The proposed capital investment budget of £4.306m for the HRA acquisition programme will be funded by a combination of retained RTB receipts (30%) and HRA Capital Reserves (70%).

4.3.3 This is the subject of a separate Cabinet report elsewhere on this agenda.

4.4 Street Lighting Infills

4.4.1 It is a key priority of the new joint administration to undertake a two year programme of street lighting infill. It is therefore recommended that a new budget of £250,000 be added to the capital investment programme, £125,000 in 2019/20 and £125,000 in 2020/21, to be financed by borrowing. This should cover 100 columns with an approximate cost of £2,500 per column including fitting. The financing costs are approximately £16,000 p.a.

5. Other changes to the budget for 2019/20 onwards

5.1 Since the approved capital investment programme was set at Council on 21 February 2019, there have been some changes to the capital budget. They are not significant in number but are required to provide a continually updated programme to enhance the delivery of schemes, and are therefore detailed in Appendix 6. These changes are reflected in the amended Capital Investment Programme attached at Appendix 7.

5.2 Removal of budgets no longer required is requested for schemes such as the Chase Sports and Fitness Centre lighting scheme where the works have been completed under budget, the New Artist Studios project that is no longer going ahead and some Asset Management schemes where it has been identified that the budgets are not required.

6. Community Infrastructure Levy (CIL) annual report 2018/19

6.1 Attached as Appendix 8 is the CIL Annual Financial Report for 2018/19 (including Leigh Town Council's Report for 2017/18). CIL receipts for 2018/19 included:

- £238,768.42 in the CIL Main Fund;
- £14,791.90 (5% of total receipts) towards administrative expenses associated with CIL;
- £42,277.78 (15% of total receipts less surcharges) as total Neighbourhood Allocations.

£11,079.98 of the Neighbourhood Allocation is to be transferred to Leigh Town Council as their Neighbourhood Allocation (15% of total receipts within their boundary) and 15% of the CIL receipts within each ward will remain with the Council to be spent by Ward Members in accordance with the CIL Governance Framework (total for 2018/19 is £31,197.79).

- 6.2 The Council commenced CIL charging in July 2015 and as at 31st March 2019 there was £669,649.88 in the CIL Main Fund. These funds, which are to be spent on strategic infrastructure to support growth, have been carried forward to date. The amount currently in the CIL Main Fund is relatively small in the context of the funding likely to be required for strategic infrastructure projects that support new development within the Borough, particularly housing. Therefore, it is considered appropriate to continue to carry forward the CIL Main Fund at this time with spending plans to be reviewed early 2020/21 taking into account receipts from the current financial year.

7. Other Options

- 7.1 None, as this report provides information about activity in 2018/19.

8 Reasons for Recommendations

- 8.1 This report provides information about activity in 2018/19.

9. Corporate Implications

- 9.1 Contribution to Council's Vision & Corporate Priorities

When the Capital Investment Programme is determined consideration is given to the alignment of the scheme objectives to the delivery of the Southend 2050 ambition and achievement of the desired outcomes and five year roadmap.

- 9.2 Financial Implications

These are dealt with throughout this report.

- 9.3 Legal Implications

Advice is being sought from Legal Services and Insurers to support recouping costs from utility companies attributed for their works and delays to the A127 Kent Elms Junction Improvement scheme.

- 9.4 People Implications

None, as this report provides information about activity in 2018/19.

- 9.5 Property Implications

When the Capital Investment Programme is determined consideration is given to the property implications.

- 9.6 Consultation

When the Capital Investment Programme is determined consideration is given to consultation.

9.7 Equalities and Diversity Implications

When the Capital Investment Programme is determined consideration is given to Equalities and Diversity Implications.

9.8 Risk Assessment

When the Capital Investment Programme is determined consideration is given to the risk assessment.

9.9 Value for Money

When the Capital Investment Programme is determined consideration is given to the value for money.

9.10 Community Safety Implications

When the Capital Investment Programme is determined consideration is given to community safety implications.

9.11 Environmental Impact

When the Capital Investment Programme is determined consideration is given to the environmental impact.

10. Background Papers

None.

11. Appendices

Appendix 1 – Proposed Carry Forwards

Appendix 2 – Proposed Accelerated Delivery Requests

Appendix 3 – Virements Between Approved Schemes

Appendix 4 – Reprofiles

Appendix 5 – New External Funding

Appendix 6 – Summary of Changes to the Capital Investment Programme

Appendix 7 – Amended Capital Investment Programme

Appendix 8 – Community Infrastructure Levy (CIL) Annual Financial Report
2018/19

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**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|--|---|---|
| General Fund Housing | | |
| Disabled Facilities Grant | (128) | Continuation of adaptations works in 2019/20 |
| Empty Dwelling Management | (150) | On-going scheme to manage empty properties in the community |
| PSH Works in Default - Enforcement Work | (50) | On-going scheme to manage Private Sector Housing properties |
| Private Sector Renewal | (100) | On-going scheme for home improvements in the community |
| Total General Fund Housing Carry Forwards | (428) | |
| Council Housing and New Build Programme | | |
| Central Heating | (54) | Decent Homes improvement works to be completed in early 2019/20 |
| Common Areas Improvement | (102) | Decent Homes improvement works to be completed in early 2019/20 |
| Environmental - H&S works | (195) | Decent Homes improvement works to be completed in early 2019/20 |
| Kitchen Refurbishments | (62) | Decent Homes improvement works to be completed in early 2019/20 |
| Windows and Doors | (132) | Decent Homes improvement works to be completed in early 2019/20 |
| HRA Disabled Adaptations - Major Adaptations | (313) | Continuation of disabled adaptations works in 2019/20 |
| HRA Disabled Adaptations - Minor Adaptations | (100) | Continuation of disabled adaptations works in 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| | | |
| Construction of New Housing on HRA Land | (11) | Remainder of current construction scheme to be completed in 2019/20 |
| Acquisition of leasehold property | (115) | To be used to purchase further properties |
| Total Council Housing and New Build Programme Carry Forwards | (1,084) | |
| Social Care | | |
| Dementia Friendly Environments | (8) | Continuation of dementia care works |
| SEND Module and Integration with Liquid Logic | (30) | On-going scheme with the Liquid Logic system integration |
| Learning Management System | (120) | Schemes has not yet commenced and has been push back into 2019/20 |
| Mental Health Funding Stream | (36) | Scheme on-going over several financial years |
| Total Social Care Carry Forwards | (194) | |
| Schools | | |
| Future condition projects | (5) | Schools conditions schemes unspent allocation |
| Total Schools Carry Forwards | (5) | |
| Southend Pier | | |
| Southend Pier - Bearing Refurbishment (Phase One) | (572) | Delays in tendering the works |
| Southend Pier - Condition Works Engineers | (363) | These works have been delayed due to issues with the appointed structural engineering consultancy |
| Southend Pier - Prince George Extension (Phase Two) | (150) | These works have been delayed due to issues with the appointed structural engineering consultancy |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| | | |
| Southend Pier - Timber Outer Pier Head | (333) | These works have been delayed due to issues with the appointed structural engineering consultancy |
| Total Southend Pier Carry Forwards | (1,418) | |
| Culture and Tourism | | |
| Forum II | (30) | Progress in preparing the detailed design is a little slower than anticipated |
| Pump Priming Budget | (3) | Budget to be used towards bids in 2019/20 |
| Queen Victoria Statue | (1) | Final works to be completed in 2019/20 |
| Southend Cliffs - Handrails | (1) | Final works to be completed in 2019/20 |
| Chalkwell & Priory Pk Tennis courts | (21) | Delay to purchase of new gates and access systems to be resolved in 2019/20 |
| Replacement & Upgrades of parks furniture | (4) | Deliveries not received as expected in 2018/19 |
| Shoebury common Regeneration | (20) | Delay in delivery of materials to enable path completion in 2018/19 |
| Southchurch Park Tow Path | (4) | Final works to be completed in 2019/20 |
| Shoeburyness Leisure Centre – Building Management | (18) | Final works to be completed and invoiced in early 2019/20 |
| Palace Theatre - Air Handling Units | (69) | Final works to be completed and invoiced in early 2019/20 |
| Palace Theatre Boilers Replacement | (12) | Final works to be completed and invoiced in early 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| | | |
| Palace Theatre - Replacement of Asbestos Stage Safety Curtain | (4) | Final works to be completed and invoiced in early 2019/20 |
| Cliffs Pavilion - Auditorium AHU | (25) | Design work on-going in 2019/20 |
| Cliffs Pavilion - Boiler Flue | (9) | Design work on-going in 2019/20 |
| Cliffs Pavilion - Chiller | (5) | Design work on-going in 2019/20 |
| Resorts Services Signage | (14) | Orders raised but goods not received in time for 2018/19 |
| Prittlewell Prince Research | (13) | Publication now anticipated in May 2019 |
| Total Culture and Tourism Carry Forwards | (253) | |
| Community Safety | | |
| Security Measures | (80) | Final report not submitted until December 2018 and works are to continue into 2019/20 |
| Total Community Safety Carry Forwards | (80) | |
| Highways and Infrastructure | | |
| HCA - Progress Road | (15) | Banners on order but only some goods were delivered during 2018/19 |
| Cliff Slip Investigation works | (67) | On-going investigation works to continue into 2019/20 |
| Manor Road Cliff Stabilisation | (99) | On-going stabilisation works to continue into 2019/20 |
| Shoebury Common Sea Defence Scheme | (42) | Scheme details being worked up until 2020/21 and budget carried forward to support this |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|--|---|---|
| Cinder Path | (36) | Scheme on hold and budget to be carried forward to continue investigation works |
| Improved Car Signage and Guidance systems | (22) | Decisions still to be made on part of the scheme therefore budget will not be required until these decisions have been made |
| NPIF - Town Centre Highways redevelopment improvements | (257) | Contractors are on site but cost of works completed so far is below original forecast |
| Southend Highway Flood Reduction and Resilience Improvement Scheme | (170) | Flooding issues being considered for further sites which have not been actioned during 2018/19 |
| Parking Strategy | (199) | Delays in project manager decision has pushed this scheme into 2019/20 |
| LTP (Integrated Transport Block) Better Networks | (66) | Continuation of works for LTP implementation plan |
| LTP (Integrated Transport Block) Better Operation of Traffic Control Systems | (47) | Continuation of works for LTP implementation plan |
| LTP (IT Block) Bridge Strengthening | (205) | Continuation of works for LTP implementation plan |
| LTP (IT Block) Better Sustainable Transport | (41) | Continuation of works for LTP implementation plan |
| Local Growth Fund - A127 Growth Corridor | (606) | Multi year scheme |
| Highways Maintenance - Potholes | (53) | Additional funding received towards end of financial year to be utilised in 2019/20 |
| Improve Footway Condition Around Highway Trees | (18) | Budget fully committed with final works to complete early 2019/20 |
| Coach Parking | (29) | Final works for car park to complete early 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| LTP - Maintenance | (215) | Continuation of works for LTP implementation plan |
| Total Highways and Infrastructure Carry Forwards | (2,187) | |
| Works to Property | | |
| Essential Crematorium/Cemetery Equipment | (8) | Quotes are being chased for equipment now expected to be purchased in 2019/20 |
| Pergola Walk Memorial Scheme | (7) | Discussions on-going for floral tribute solution and the remaining budget will therefore be required in 2019/20 |
| Replacement of Coffin Charger | (23) | Charger ordered but delivery has slipped into 2019/20 |
| 62 Avenue Road - demolition | (5) | Matters now being considered and options costed having regard to comments and concerns from Milton Conservation Society. The remaining budget will be carried forward to support works in 2019/20 |
| Belfairs Park Restaurant/Golf Club Preventative Works | (102) | The full balance will need to be carried forward to 2019/20 to provide time for the necessary consents and tender work for the windows to be completed |
| Civic Campus - Efficient Use of Space | (62) | Scheme commenced late in financial year and remaining works to be completed in 2019/20 |
| Civic East Car Park Redevelopment | (8) | This site is now to be considered as a wider pipeline of sites and the remaining budget will be carried forward to support this |
| Commercial Property Investment | (13) | Remaining budget to be carried forward for future investment opportunities |
| Darlows Green former WCs demolition | (3) | Final costs to be incurred in early 2019/20 |
| Demolition of Public WCs at Pitmans Close | (7) | Final costs to be incurred in early 2019/20 |
| Herbert Grove Security | (4) | Main scheme complete but remaining budget to be carried forward to cover any minor works which may arise |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|---|---|
| | | |
| Library Car Park Reconstruction and Enhancement | (44) | This site is now to be considered as a wider pipeline of sites and the remaining budget will be carried forward to support this |
| Pier Arches External Landlord Works | (72) | Works commenced in January 2019 and final works will slip slightly into 2019/20 |
| Pier Arches toilets - waterproofing solution | (4) | Final costs to be incurred in early 2019/20 |
| Porters Civic House and Cottage | (5) | Residual budget to be carried forward for any unexpected costs |
| Relocation of START | (21) | Works commenced late into financial year and will continue in 2019/20 |
| SMAC Eastern Esplanade Slipway | (27) | The resolution of some unregistered land issues are causing delay to terms being finalised |
| Working Environment | (20) | Scheme commenced late in financial year and remaining orders to be delivered in early 2019/20 |
| Total Works to Property Carry Forwards | (435) | |
| Energy Saving | | |
| Civic Centre CHP/Lifts Feasibility | (3) | Further works being considered for 2019/20 |
| Real Time Air Quality Measurement - Feasibility | (5) | Literature review completion was at the end of March and budget carried forward to complete first stage of project |
| Total Energy Saving Carry Forwards | (8) | |
| ICT | | |
| Channel Shift | (53) | Multi year scheme to continue in 2019/20 |
| Replacement and Enhancement to Cash Receipting System | (14) | Slight delays to scheme have pushed part of this budget into 2019/20 |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|---|--|---|
| ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System | (343) | Various delays to this scheme have resulted in a revised cost profile |
| ICT – Cyber Security/Public Services Network | (15) | Continuation of cyber security works in 2019/20 |
| ICT - Phones Migration and Re-Tender | (1) | Planned go live in April 2019 with small 2018/19 underspend being used to support final costs |
| ICT Rolling Replacement Programme | (80) | Rolling replacement spend below forecast but budget will be used to support 2019/20 spend |
| Mobile Device End Point Protection Replacement | (1) | Slight underspend in 2018/19 to continue in 2019/20 |
| Software Licencing | (68) | Software licence costs below expected cost for 2018/19. Carried forward to support new licences for 2019/20 |
| Total ICT Carry Forwards | (575) | |
| S106/S38/CIL | | |
| S106 3-5 High Street 1501496AMDT - affordable housing | (196) | S106 funding to span several financial years |
| S106 845-849 London Rd 1601030AMDT – affordable housing | (143) | S106 funding to span several financial years |
| S106 St Hildas 1700530AMDT - affordable housing | (11) | S106 funding to span several financial years |
| S106 32-36 Valkyrie Rd 1700893DOV5 - affordable housing | (218) | S106 funding to span several financial years |
| S106 23/04/2015 Hinguar and Saxon - public art contribution | (18) | S106 funding to span several financial years |
| S106 Ajax Works 0300130ful - landscaping maintenance | (6) | S106 funding to span several financial years |

**Capital Investment Programme
2018/19 Carry Forward Requests**

Appendix 1

| Scheme | 2018/19 Carry forward to future years £000 | Explanation for carry forward request |
|--|--|--|
| | | |
| S106 Former Balmoral 1400914FULM – public art contribution | (1) | S106 funding to span several financial years |
| S106 Lifstan Way 0000273 Out - Open Space Maintenance | (1) | S106 funding to span several financial years |
| S106 Sunlight Ldry 1400411FULM - Public Art | (5) | S106 funding to span several financial years |
| S106 Former College 1500803BC4M - parking survey contribution | (10) | S106 funding to span several financial years |
| S106 Avenue Works 1401968AMDT - cycleway improvement | (1) | S106 funding to span several financial years |
| S106 Bellway Prittlebrook 1400943FULM - TRO Contribution | (4) | S106 funding to span several financial years |
| S106 High Works Shoe Garrison | (2) | S106 funding to span several financial years |
| S106 Albany Court 1500369AMDT - signage contribution | (9) | S106 funding to span several financial years |
| S106 Hinguar 1401672BC4M - highway contribution | (5) | S106 funding to span several financial years |
| S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution | (2) | S106 funding to span several financial years |
| S106 Sunlight Ldry 1400411FULM - Highway Works | (2) | S106 funding to span several financial years |
| S106 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)

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|--|--|--|
| Council Housing and New Build Programme | | |
| S106 HRA Land Review | 691 | Accelerated delivery of works on construction scheme |
| Bathroom Refurbishment | 46 | Decent Homes improvements completed ahead of schedule |
| Rewiring | 40 | Decent Homes improvements completed ahead of schedule |
| Roofs | 78 | Decent Homes improvements completed ahead of schedule |
| Total Council Housing and New Build Programme Accelerated Delivery Requests | 855 | |
| Schools | | |
| School Improvement and Provision of School Places | 1,749 | Works on the Secondary School programme progressed quicker than expected |
| Leigh North Street boiler | 8 | Works completed ahead of schedule |
| Total Schools Accelerated Delivery Requests | 1,757 | |
| Enterprise and Regeneration | | |
| Airport Business Park | 683 | Phase one infrastructure works have been completed ahead of schedule |
| Better Queensway | 109 | Fees associated with finalising the deal have accelerated this scheme slightly |
| Total Enterprise and Regeneration Accelerated Delivery Requests | 792 | |

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|--|--|---|
| Southend Pier | | |
| Southend Pier - Condition Works Surveyors | 79 | Accelerated works carried out during 2018/19 |
| Total Southend Pier Accelerated Delivery Requests | 79 | |
| Culture and Tourism | | |
| Property Refurbishment Programme | 245 | A substantial amount of works were carried out to council buildings in 2018/19, over that expected for the year |
| Wheeled Sports Facility central Southend | 3 | Accelerated spend over original forecast |
| Allotments Water Supply upgrade | 6 | Accelerated spend over original forecast |
| Parks Feasibility& Options appraisal | 1 | Uplift charges applied after carry forward had already been made at February Cabinet |
| Cliffs Pavilion - External Cladding | 8 | Accelerated spend over original forecast |
| Central Museum Works | 2 | Uplift charges applied after carry forward had already been made at February Cabinet |
| Prittlewell Prince Storage | 21 | Accelerated spend over original forecast |
| Fire Improvement Works | 16 | Works carried out as and when required and budget accelerated to meet spend |
| Total Culture and Tourism Accelerated Delivery Requests | 302 | |

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|---|--|---|
| Community Safety | | |
| CCTV Equipment Renewal | 35 | More of the phase one installations were carried out in 2018/19 than previously forecast |
| Total Community Safety Accelerated Delivery Requests | 35 | |
| Highways and Infrastructure | | |
| Improving Resilience to the Borough to Flooding from Extreme Weather Events | 3 | Part of tranche 2A works were carried out ahead of schedule |
| Southend Transport Model | 59 | The model has been updated during 2018/19 and utilised some of the 2019/20 allocation for this |
| Carriageways and Footways Improvements | 234 | Works carried out over and above the original forecast on carriageway improvements |
| LTP (Integrated Transport block) - Traffic Management Schemes | 3 | Slight acceleration of previous forecast |
| Local Growth Fund - SCAAP | 34 | London Road improvement works accelerated ahead of schedule previously submitted to the LGF |
| Total Highways and Infrastructure Accelerated Delivery Requests | 333 | |
| Works to Property | | |
| Replacement Boiler at Southend Crematorium | 8 | Works previously slipped into 2019/20 due to tender delays but some capitalisation of salary costs have been incurred |
| Civic Centre Boilers | 11 | Boiler upgrade works carried out over and above original spend forecast for 2018/19 |
| Total Works to Property Accelerated Delivery Requests | 19 | |

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|--|--|---|
| Energy Saving | | |
| Energy Efficiency Projects | 3 | Energy schemes carried out ahead of original expectations |
| Solar PV Projects | 7 | Energy schemes carried out ahead of original expectations |
| Total Energy Saving Accelerated Delivery Requests | 10 | |
| ICT | | |
| HR Recruitment Contract Implementation | 27 | Delays previously pushed this scheme into 2019/20 but some works have been carried out ahead of what was expected |
| N3 Connectivity in Civic Building | 25 | ICT works carried out ahead of original schedule |
| Remote Working Enhancements | 50 | ICT works carried out ahead of original schedule |
| ICT - Core Application and Database Migration | 4 | ICT works carried out ahead of original schedule |
| ICT - Southend Operation Centre | 21 | ICT works carried out ahead of original schedule |
| ICT Enterprise Agreement | 39 | ICT works carried out ahead of original schedule |
| Northgate - Revenues and Benefits application | 3 | ICT works carried out ahead of original schedule |
| IoT Smart City Delivery | 1 | ICT works carried out ahead of original schedule |
| Total ICT Accelerated Delivery Requests | 170 | |

**Capital Investment Programme
2018/19 Accelerated Delivery Requests**

Appendix 2

| Scheme | 2018/19 accelerated delivery from future years £000 | Explanation for accelerated delivery request |
|---|--|--|
| S106/S38/CIL | | |
| S106 North Shoebury Road 0301504out - Public Art | 4 | S106 monies utilised during 2018/19 |
| S38/S278 Airport 0901960 Fulm | 3 | S106 monies utilised during 2018/19 |
| S38 Fossetts Farm Bridleway | 22 | S106 monies utilised during 2018/19 |
| S38 Garrison NBP Road Supp Fee | 5 | S106 monies utilised during 2018/19 |
| Total S106/S38/CIL Accelerated Delivery Requests | 34 | |
| | | |

4,386

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VIREMENTS BETWEEN APPROVED SCHEMES

Appendix 3

| Scheme/Event | Area of investment | Project Description | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|--------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Proposed changes | | | | | | | | | |
| Works to Property Capital Programme | Works to Property | Priority Works | (42) | | | | | | (42) |
| | Works to Property | Civic Campus - Efficient Use of Space | 42 | | | | | | 42 |
| Schools Capital Programme | Schools | Futures Heating and Pipe Ducts | | (68) | | | | | (68) |
| | Schools | Future condition projects | | 60 | | | | | 60 |
| | Schools | Leigh North Street boiler | | 8 | | | | | 8 |
| | Schools | Adult Community College rainwater goods | 4 | | | | | | 4 |
| | Schools | Chalkwell Hall Juniors roofs | (3) | | | | | | (3) |
| | Schools | Children's Centre - Landlords Maintenance | 17 | | | | | | 17 |
| | Schools | Eastwood Primary roof | 3 | | | | | | 3 |
| | Schools | Fairways Primary Boiler | (2) | | | | | | (2) |
| | Schools | Fairways Primary curtain walling | (19) | | | | | | (19) |
| Culture Capital Programme | Culture & Tourism | Prittlewell Prince Research | | (38) | | | | | (38) |
| | Culture & Tourism | Prittlewell Prince Storage | | 38 | | | | | 38 |
| Southend Pier Capital Programme | Southend Pier | Southend Pier - Condition Works Engineers | | (400) | | | | | (400) |
| | Southend Pier | Southend Pier - Pier Entrance Enhancement | | 400 | | | | | 400 |
| | Southend Pier | Southend Pier - Timber Outer Pier Head | | (151) | | | | | (151) |
| | Southend Pier | Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One) | | 151 | | | | | 151 |
| HRA Council Dwellings | Council Housing | S106 HRA Land Review | | 691 | | | | | 691 |
| | Council Housing | Construction of New Housing on HRA Land | | (691) | | | | | (691) |
| <u>Budget Adjustments already actioned</u> | | | | | | | | | |
| | Priority Works | Priority Works | (50) | | | | | | (50) |
| | Priority Works | Relocation of START | 30 | | | | | | 30 |
| | Priority Works | Civic Campus - Efficient Use of Space | 20 | | | | | | 20 |
| | Priority Works | Priority Works | | (90) | | | | | (90) |
| | Priority Works | Elm Road Sports Ground Remedial Works | | 60 | | | | | 60 |
| | Priority Works | Futures Demolition | | 30 | | | | | 30 |
| | | | - | - | - | - | - | - | - |

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RE-PROFILES AND AMENDMENTS

Appendix 4

| Scheme/Event | Area of investment | Code Description | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Schools Capital Programme | Schools | School Improvement and Provision of School Places | | (662) | 662 | | | | - |
| | Culture and Tourism | Cliffs Pavilion - Auditorium Air Handling Unit | | (115) | 115 | | | | - |
| | Culture and Tourism | Cliffs Pavilion - Boiler Flues | | (124) | 124 | | | | - |
| Culture and Tourism Capital Programme | Culture and Tourism | Cliffs Pavilion - Chiller | | (175) | 175 | | | | - |
| | Culture and Tourism | Cliffs Pavilion - External Refurbishment Works | | (215) | 215 | | | | - |
| | Culture and Tourism | Central Museum Works | | (197) | 197 | | | | - |
| | Culture and Tourism | Cart and Wagon Shed | | (150) | 150 | | | | - |
| Southend Pier Capital Programme | Southend Pier | Southend Pier - Timber Outer Pier Head | | (482) | 482 | | | | - |
| Highways and Infrastructure Capital Programme | Highways & Infrastructure | Coastal Defence (Shoebury Common Sea Defence Scheme) | | | (3,695) | 3,695 | | | - |
| | S106/S38/S78 | S106 Avenue Works - cycleway improvement | | (1) | 1 | | | | - |
| | S106/S38/S78 | S78 Bellway Homes | | (8) | 8 | | | | - |
| S106/S78/S38 Capital Programme | S106/S38/S78 | S38 Bellway Homes | | (71) | 71 | | | | - |
| | S106/S38/S78 | S38 Fossetts Farm Bridleway | | (6) | 6 | | | | - |
| | S106/S38/S78 | S38/S278 Airport 0901960 Fulm | | (47) | 47 | | | | - |
| Energy Capital Programme | Energy Schemes | Schools and Council Buildings Solar PV | | (146) | 146 | | | | - |
| Works to Property Capital Programme | Works to Property | Airport Business Park (including Local Growth Fund) | | (302) | 956 | (654) | | | - |
| | | | - | (2,701) | (340) | 3,041 | - | - | - |

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NEW SCHEMES FINANCED BY EXTERNAL FUNDING

Appendix 5

| Scheme/Event | Area of investment | Project Description | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|--------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Social Care Capital Programme | Social Care | Community Capacity | 39 | 250 | | | | | 289 |
| Schools Capital Programme | Schools | Adult Community College rainwater goods | | 12 | | | | | 12 |
| | Schools | Milton Hall Fire Alarm replacement (H&S) | | 40 | | | | | 40 |
| | Schools | Devolved Formula Capital | 192 | 100 | | | | | 292 |
| | Schools | Special Provision Capital Fund | | 321 | | | | | 321 |
| Culture & Tourism Capital Programme | Culture & Tourism | Upgrade of Parks Furniture | | 32 | | | | | 32 |
| | Culture & Tourism | Chalkwell Park and Priory Park Tennis Courts | | 16 | | | | | 16 |
| Highways & Infrastructure Capital Programme | Highways | Highways Maintenance - Potholes | | 17 | | | | | 17 |
| | Highways | LTP - Maintenance | | 233 | | | | | 233 |
| | Highways | ULEV Taxi Infrastructure Scheme | | 90 | | | | | 90 |
| S106/CIL Capital Programme | S106/CIL | CIL Ward NA – Eastwood Park – Tree planting | | 2 | | | | | 2 |
| | S106/CIL | CIL Ward NA – Kursaal – Sign for Christchurch Park | | 1 | | | | | 1 |
| | S106/CIL | CIL Ward NA – Prittlewell – Operation Legibility (road sign cleaning) | | 1 | | | | | 1 |
| | S106/CIL | CIL Ward NA – Southchurch – Southchurch Speedwatch | | 1 | | | | | 1 |
| | S106/CIL | CIL Ward NA – St Lukes – Community facilities enhancements | | 2 | | | | | 2 |
| | S106/CIL | CIL Ward NA – Thorpe – Street furniture improvement | | 8 | | | | | 8 |
| | S106/CIL | CIL Ward NA – Westborough – Signposting | | 1 | | | | | 1 |
| | S106/CIL | S106 Bellway Prittlebrook 1400943FULM - Primary Healthcare | 41 | | | | | | 41 |
| | | | 272 | 1,127 | - | - | - | - | 1,399 |

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SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 6

| Scheme/Event | Area of investment | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Approved Capital Investment Programme - Council February 2019 | | 52,648 | 74,361 | 84,607 | 37,379 | 6,855 | 6,855 | 262,705 |
| Amendments to budget: | | | | | | | | |
| Dementia Friendly Environments | Social Care | (1) | | | | | | (1) |
| Fairways Primary curtain walling | Schools | | (140) | | | | | (140) |
| New Artist Studios | Culture & Tourism | (70) | (805) | | | | | (875) |
| Chase Sports and Fitness Centre - Lighting Fitting Replacement | Culture & Tourism | (26) | | | | | | (26) |
| Southend Highway Flood Reduction and Resilience Improvement Scheme | Highways & Infrastructure | | (9) | | | | | (9) |
| New Beach Huts Phase 2 | Works to Property | (5) | | | | | | (5) |
| Seaways Development Enabling Works | Works to Property | (4) | | | | | | (4) |
| Street Lighting Infills | Highways & Infrastructure | | 125 | 125 | | | | 250 |
| A127 Kent Elms Junction Improvements | Highways & Infrastructure | | 1,331 | 40 | | | | 1,371 |
| HRA Affordable Housing Acquisitions Programme | Council Housing | | 4,306 | | | | | 4,306 |
| 'Subject to' Schemes - brought in | | | | | | | | |
| Cart and Wagon Shed | Culture & Tourism | | 200 | 650 | | | | 850 |
| Priory and Delaware New Build | Social Care | | 9,219 | 3,881 | | | | 13,100 |
| | | (106) | 14,227 | 4,696 | - | - | - | 18,817 |
| Other proposed changes | | | | | | | | |
| Carry forward requests (see Appendix 1) | | (7,445) | 7,445 | | - | | | - |
| Accelerated delivery requests (see Appendix 2) | | 4,386 | (4,386) | | | | | - |
| Virements (see Appendix 3) | | - | - | - | - | - | - | - |
| Reprofiles (see Appendix 4) | | - | (2,701) | (340) | 3,041 | - | - | - |
| New external funding (see Appendix 5) | | 272 | 1,127 | - | - | - | - | 1,399 |
| Current Programme - following amendments | | 49,755 | 90,073 | 88,963 | 40,420 | 6,855 | 6,855 | 282,921 |

Brackets indicate a reduction in budget

Total budget for 2019/20 to 2023/24: 233,166

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

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 |
| S306/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 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 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| 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 |

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 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| 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 |

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 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| 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 |
| Pittlebrook Greenway - Undermining | 75 | | | | | | 75 |
| Southend Highway Flood Reduction and Resilience Improvement Scheme | 395 | 161 | | | | | 556 |
| Car Park Improvements | | 100 | 100 | 100 | 100 | 100 | 500 |
| Coach Parking | 221 | 29 | | | | | 250 |
| Parking Strategy | 1 | 199 | | | | | 200 |
| LTP (Integrated Transport block) - Bridge Strengthening | 101 | 780 | 300 | | | | 1,181 |
| LTP (Integrated Transport block) - Better Sustainable Transport | 112 | 821 | 400 | | | | 1,333 |
| LTP (Integrated Transport block) - Better Networks | 438 | 601 | 400 | | | | 1,439 |
| LTP (Integrated Transport block) - Traffic Management Schemes | 403 | 397 | 400 | | | | 1,200 |
| LTP (Integrated Transport block) - Traffic Control Systems | 114 | 403 | 201 | | | | 718 |
| LTP - Maintenance | 791 | 1,144 | 671 | | | | 2,606 |
| LTP - Maintenance - Street Lighting | 150 | 150 | 150 | | | | 450 |
| Local Growth Fund - A127 Growth Corridor | 1,254 | 4,737 | 7,669 | | | | 13,660 |
| Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport) | 1,010 | 1,966 | 2,000 | | | | 4,976 |
| A127 Junction Improvements | 397 | | | | | | 397 |
| HCA Progress Road | 3 | 15 | | | | | 18 |
| Southend Transport Model | 99 | 466 | 325 | 95 | 95 | 95 | 1,175 |
| Travel Centre - Bus Service Provision in the Town Centre | 46 | | | | | | 46 |
| Total Highways and Infrastructure | 8,389 | 17,099 | 15,131 | 6,115 | 295 | 295 | 47,324 |

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 7

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Works to Property | | | | | | | |
| 62 Avenue Road - demolition | - | 49 | | | | | 49 |
| Belfairs Park Restaurant/Golf Club Preventative Works | 88 | 102 | | | | | 190 |
| Civic Campus - Efficient Use of Space | - | 262 | 150 | 150 | | | 562 |
| Civic East Car Park Redevelopment | - | 50 | | 4,790 | | | 4,840 |
| Commercial Property Investment | 287 | 13 | - | | | | 300 |
| Conduit repointing and refurbishment | 5 | | | | | | 5 |
| Darlows Green former WCs demolition | 37 | 3 | | | | | 40 |
| Demolition of Public WCs at Pitmans Close | 23 | 7 | | | | | 30 |
| East Beach Café Project | | 32 | | | | | 32 |
| Elm Road Sports Ground Remedial Works | | 60 | | | | | 60 |
| Futures Demolition | | 30 | | | | | 30 |
| Herbert Grove Security | 4 | 4 | | | | | 8 |
| Land Acquisition Works | | | | 1,867 | | | 1,867 |
| Library Car Park Reconstruction and Enhancement | 6 | 44 | 4,083 | 1,775 | | | 5,908 |
| New Beach Huts Phase 2 | 1 | | | | | | 1 |
| Pier Arches External Landlord Works | 21 | 72 | | | | | 93 |
| Pier Arches toilets - waterproofing solution | 26 | 4 | | | | | 30 |
| Porters Civic House and Cottage | - | 5 | | | | | 5 |
| Priory House EPH Fire Alarms | 32 | | | | | | 32 |
| Relocation of START | 9 | 21 | | | | | 30 |
| Repairs Farm Cottages - water supply | 5 | | | | | | 5 |
| Seaways - HCA Condition Funding | | 170 | | | | | 170 |
| SMAC Eastern Esplanade Slipway | - | 27 | | | | | 27 |
| Working Environment | 30 | 20 | | | | | 50 |
| Urgent Works To Property | 16 | | | | | | 16 |
| Cemetery - Ride on Mower | | | 30 | | | | 30 |
| Crematorium Drives and Car Park Resurfacing | | 10 | 60 | | | | 70 |
| Crematorium - Urgent Structural Repairs to Chimney | | 500 | | | | | 500 |
| Essential Crematorium/Cemetery Equipment | 9 | 8 | | | | | 17 |
| Pergola Walk Memorial Scheme | - | 7 | | | | | 7 |
| Replacement Boiler at Southend Crematorium | 9 | 121 | | | | | 130 |
| Replacement of Coffin Charger | - | 23 | | | | | 23 |
| Sutton Road Cemetery Road Repairs | | | 40 | | | | 40 |
| Civic Centre Boilers | 256 | 289 | 1,000 | | | | 1,545 |
| Public Toilet Provision | | 40 | 660 | | | | 700 |
| Priority Works | - | 412 | 490 | | | | 902 |
| Total Works to Property | 864 | 2,385 | 6,513 | 8,582 | - | - | 18,344 |

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Energy Saving | | | | | | | |
| Beecroft - Theatre Lighting and Draughtproofing | 8 | | | | | | 8 |
| Civic Centre CHP/Lifts Feasibility | 2 | 3 | | | | | 5 |
| Civic Centre Lifts Regeneration | - | 33 | | | | | 33 |
| Energy Efficiency Projects | 15 | 217 | 250 | 277 | | | 759 |
| Old Beecroft Ground Source Heat Pump Feasibility | - | 15 | | | | | 15 |
| Pier Energy Efficiency Scheme | 58 | | | | | | 58 |
| Real Time Air Quality Measurement - Feasibility | 5 | 70 | | | | | 75 |
| Solar PV Projects | 17 | 940 | | | | | 957 |
| Schools and Council Buildings Solar PV | - | - | 246 | 100 | | | 346 |
| Two Tree Island Contamination Study | 30 | | | | | | 30 |
| ULEV Taxi Infrastructure Scheme | | 90 | | | | | 90 |
| Total Energy Saving | 135 | 1,368 | 496 | 377 | - | - | 2,376 |
| ICT | | | | | | | |
| Channel Shift | 340 | 153 | | | | | 493 |
| DEFRA Inspire III | 4 | | | | | | 4 |
| Disaster Recovery Relocation | - | 55 | | | | | 55 |
| Extending WiFi in Council Premises | 40 | 70 | | | | | 110 |
| HR Recruitment Contract Implementation | 87 | 63 | | | | | 150 |
| N3 Connectivity in Civic Building | 25 | 206 | | | | | 231 |
| ICT - Core Application and Database Migration | 4 | 67 | | | | | 71 |
| ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System | 667 | 343 | | | | | 1,010 |
| ICT - Central Government IT Security Compliance | - | 139 | | | | | 139 |
| ICT – Cyber Security/Public Services Network | 25 | 55 | 40 | | | | 120 |
| ICT - Southend Operation Centre | 74 | 404 | | | | | 478 |
| ICT - Digitally Enable the Council Offices | 19 | | | | | | 19 |
| ICT Enterprise Agreement | 368 | 306 | | | | | 674 |
| ICT – Health and Social Care – GovRoam | - | 20 | | | | | 20 |
| ICT - Phones Migration and Re-Tender | 224 | 23 | | | | | 247 |
| ICT Rolling Replacement Programme | 179 | 330 | | | | | 509 |
| ICT - Southend Network Monitoring Equipment | 19 | | | | | | 19 |
| ICT – Wide Area Network Enhancements | 120 | | | | | | 120 |
| Mobile Device End Point Protection Replacement | 89 | 1 | | | | | 90 |
| Northgate - Revenues and Benefits application | 35 | 15 | | | | | 50 |
| Place - Culture and Enterprise and Tourism - EPOS System | 26 | | | | | | 26 |
| Remote Working Enhancements | 50 | - | | | | | 50 |
| Replacement and Enhancement to Cash Receipting System | 224 | 14 | | | | | 238 |
| Software Licencing | 332 | 468 | | | | | 800 |
| IoT Smart City Delivery | 102 | 232 | | | | | 334 |
| Total ICT | 3,053 | 2,964 | 40 | - | - | - | 6,057 |

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 7

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| S106/S38/CIL | | | | | | | |
| S106 3 Acacia Drive 1401434FULM - affordable housing | | 177 | | | | | 177 |
| S106 Essex House 1600116DOV - affordable housing | | 320 | | | | | 320 |
| S106 3-5 High Street 1501496AMDT - affordable housing | - | 196 | | | | | 196 |
| S106 845-849 London Rd 1601030AMDT – affordable housing | - | 143 | | | | | 143 |
| S106 St Hildas 1700530AMDT - affordable housing | - | 11 | | | | | 11 |
| S106 32-36 Valkyrie Rd 1700893DOV5 - affordable housing | - | 218 | | | | | 218 |
| S106 23/04/2015 Hinguar and Saxon - public art contribution | - | 18 | | | | | 18 |
| S106 Ajax Works 0300130ful - landscaping maintenance | - | 6 | | | | | 6 |
| S106 Albany Court 1500369AMDT - public art contribution | 25 | | | | | | 25 |
| S106 Avenue Works 1401968AMDT - Public Art | | 15 | | | | | 15 |
| S106 Former Balmoral 1400914FULM – public art contribution | - | 1 | | | | | 1 |
| S106 Bellway Prittlebrook 1400943FULM - Local play facilities | - | 15 | | | | | 15 |
| S106 Former College 1000225FUL - Tree Replacement | - | 11 | | | | | 11 |
| S106 Garrison 0000777 Depost - CCTV | - | 1 | | | | | 1 |
| S106 Garrison 0000777 Deposit - information boards | - | 2 | | | | | 2 |
| S106 Garrison 0000777 Deposit - Junior Play Area maintenance | - | 10 | | | | | 10 |
| S106 Garrison 0000777 Deposit - Toddler Play Area maintenance | - | 6 | | | | | 6 |
| S106 Garrison Park Store | - | 1 | | | | | 1 |
| S106 Lifstan Way 0000273 Out - Open Space Maintenance | 2 | 79 | | | | | 81 |
| S106 North Shoebury Road 0301504out - Public Art | 62 | - | | | | | 62 |
| S106 North Shoebury Road 0301504out - Shoebury Park Enhancement | 10 | 35 | | | | | 45 |
| S106 North Shoebury Road 0301504out - Shoebury Park Maintenance | 27 | 43 | 35 | 171 | | | 276 |
| S106 Sunlight Ldry 1400411FULM - Public Art | 8 | 5 | | | | | 13 |
| S106 22-23 The Leas 0700820FULM - bus service contribution | | 43 | | | | | 43 |
| S106 Essex House 1500521FULM - bus stop improvement | | 3 | | | | | 3 |
| S106 Former College 1500803BC4M - parking survey contribution | - | 10 | | | | | 10 |
| S106 Avenue Works 1401968AMDT - cycleway improvement | - | - | 1 | | | | 1 |
| S106 Bellway Prittlebrook 1400943FULM - Primary Healthcare | 41 | | | | | | 41 |
| S106 Bellway Prittlebrook 1400943FULM - TRO Contribution | - | 4 | | | | | 4 |
| S106 High Works Shoe Garrison | - | 2 | | | | | 2 |
| S106 Albany Court 1500369AMDT - signage contribution | 1 | 9 | | | | | 10 |
| S106 Hinguar 1401672BC4M - highway contribution | - | 5 | | | | | 5 |
| S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution | - | 2 | | | | | 2 |
| S106 Sunlight Ldry 1400411FULM - Highway Works | - | 2 | | | | | 2 |
| S106 Texsol Kenway 1500468FULM - highway | - | 2 | | | | | 2 |
| S106 Texsol Kenway 1500468FULM – public realm contribution | - | 14 | | | | | 14 |
| S106 Seec 0200500ful - Highway Works | - | 104 | | | | | 104 |
| S106 Univ H-Way0401561ful | 8 | 5 | | | | | 13 |
| S38/S278 Airport 0901960 Fulm | 17 | 15 | 47 | | | | 79 |
| S38 Bellway Homes 14/00943/fulm | 2 | 5 | 71 | | | | 78 |
| S38 Old Hinguar School | - | 4 | | | | | 4 |
| S78 Bellway Homes 14/00943/fulm | - | 2 | 8 | | | | 10 |
| S38 Fossetts Farm Bridleway | 42 | - | 6 | | | | 48 |
| S38 Garrison NBP Road Supp Fee | 8 | - | | | | | 8 |
| S38 Inspection Magazine Rd | - | 5 | | | | | 5 |
| CIL Ward NA – Chalkwell – Landscaping on Chalkwell | 2 | | | | | | 2 |

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 7

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| CIL Ward NA – Milton – Milton Park improvements | 3 | 2 | | | | | 5 |
| CIL Ward NA – Milton – Street signs | 2 | | | | | | 2 |
| CIL Ward NA – Milton – Park Street replacement bollards | - | 3 | | | | | 3 |
| CIL Ward NA – Eastwood Park – Tree planting | | 2 | | | | | 2 |
| CIL Ward NA – Kursaal – Sign for Christchurch Park | | 1 | | | | | 1 |
| CIL Ward NA – Prittlewell – Operation Legibility (road sign cleaning) | | 1 | | | | | 1 |
| CIL Ward NA – Southchurch – Southchurch Speedwatch | | 1 | | | | | 1 |
| CIL Ward NA – St Lukes – Community facilities enhancements | | 2 | | | | | 2 |
| CIL Ward NA – Thorpe – Street furniture improvement | | 8 | | | | | 8 |
| CIL Ward NA – Westborough – Signposting | | 1 | | | | | 1 |
| Total S106/S38/CIL | 260 | 1,570 | 168 | 171 | - | - | 2,169 |
| TOTAL CAPITAL INVESTMENT PROGRAMME | 49,755 | 90,073 | 88,963 | 40,420 | 6,855 | 6,855 | 282,921 |

Total budget for 2019/20 to 2023/24: 233,166

Proposed Capital Investment Programme 2019/20 to 2023/24 - Schemes subject to viable business cases

Appendix 7

| General Fund Schemes Subject to Viable Business Cases | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| ICT - Southend Operations Centre | 1,000 | 1,000 | | | | 2,000 |
| Cliffs Pavilion - External Refurbishment Works | 100 | 900 | | | | 1,000 |
| Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction | 500 | 7,000 | 3,000 | | | 10,500 |
| SCHEMES SUBJECT TO VIABLE BUSINESS CASES | 1,600 | 8,900 | 3,000 | - | - | 13,500 |
| Commercial Property Investment | | | | | | 23,478 |
| Commercial Property Investment - Health Centre Developments | | | | | | - |
| Tylers Avenue Car Park | | | | | | - |
| TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES: | | | | | | 36,978 |

21 Proposed Capital Investment Programme 2019/20 to 2023/24 - Total

| | Total Budget (all years) £000 |
|--|-------------------------------------|
| TOTAL CAPITAL INVESTMENT PROGRAMME (ASSUMING ALL SCHEMES SUBJECT TO VIABLE BUSINESS CASES ARE APPROVED) | 270,144 |

| Scheme | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 | 2023/24 Budget £000 | Total Budget (all years) £000 |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Strategic schemes | | | | | | | |
| Airport Business Park (including Local Growth Fund) | 3,883 | 11,615 | 8,476 | 5,044 | | | 29,018 |
| Better Queensway - Regeneration | 819 | 2,041 | 13,500 | | | | 16,360 |
| Forum II – SBC Match Funding to LGF | 470 | 1,030 | 13,500 | 3,950 | | | 18,950 |
| Delaware and Priory New Build | 500 | 9,219 | 3,881 | | | | 13,600 |
| School Improvement and Provision of School Places | 13,549 | 10,300 | 662 | | | | 24,511 |
| Southend Pier schemes | 1,819 | 3,325 | 7,397 | 5,900 | | | 18,441 |
| Civic Campus Redevelopment | 6 | 94 | 4,083 | 6,565 | | | 10,748 |
| Local Growth Fund - A127 Growth Corridor | 1,254 | 4,737 | 7,669 | | | | 13,660 |
| HRA Affordable Housing Acquisitions Programme | | 4,306 | | | | | 4,306 |
| Construction of New Housing on HRA Land | 2,180 | 3,662 | 7,697 | 3,094 | | | 16,633 |
| Total Strategic | 24,480 | 50,329 | 66,865 | 24,553 | - | - | 166,227 |
| Other schemes | | | | | | | |
| Other Capital Investment schemes | 25,275 | 39,744 | 22,098 | 15,867 | 6,855 | 6,855 | 116,694 |
| TOTAL CAPITAL INVESTMENT PROGRAMME | 49,755 | 90,073 | 88,963 | 40,420 | 6,855 | 6,855 | 282,921 |

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

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1. Introduction

Regulation 62 of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) places a duty on authorities charging a CIL to produce an annual report providing detail on certain financial information as set out in the regulations and make it available online before the 31 December each year.

Southend Borough Council became a CIL Charging Authority and commenced CIL charging in July 2015. This annual report reflects the **financial year from 1st April 2018 to 31st March 2019**. In accordance with the CIL Regulations this annual report is to be published by 31st December 2019.

A table summarising the Annual Report for 2018/19 is included below (Table 1). Leigh-on-Sea Town Council's CIL Annual Report for 2017/18 is attached at Annexure 1. In accordance with the CIL Regulations, this was provided on 17th December 2018 and subsequently published on the Parish Council's website:-

http://www.leighonseatowncouncil.gov.uk/uploads/assets/Council/Finance/CIL/CIL_Report_2017-18.pdf

Further information regarding the Community Infrastructure Levy, including a guide to the CIL regulations that are relevant to spending and reporting on CIL, can be found on our website (www.southend.gov.uk/cil) or obtained from the [Planning Portal](#) or the Government's online [Planning Practice Guidance](#).

Any questions or comments can be directed to the Section 106 and CIL Team using the following email address: S106andCILAdministration@southend.gov.uk

2. CIL Funding Summary

The total CIL receipts in the reported year, financial year 2018/19, amounted to **£295,838.10**. This includes £238,768.42 in the CIL Main Fund, which is to be spent on items identified in the Council's Regulation 123 Infrastructure List; £14,791.90 (5% of total receipts) towards administrative expenses associated with CIL; and £42,277.78 (15% of total receipts less surcharges) as total Neighbourhood Allocations.

In accordance with CIL regulation 59A and 59D, £11,079.98 is being transferred to the "local council", Leigh Town Council (LTC); and in accordance with CIL regulation 61, £14,791.90 is being applied to administrative expenses associated with CIL.

There has been no expenditure in relation to the CIL Main Fund in the reported year. There has, however, been some expenditure of the Neighbourhood Allocation within Southend Borough Council Wards in the reported year and this is detailed below.

Table 1: CIL Financial Summary (FY 2018/19 from 1st April 2018 to 31st March 2019)

| Total CIL Summary | |
|---|--------------------|
| Total CIL receipts ¹ in the reported year | £295,838.10 |
| Total amount of CIL applied to administrative expenses pursuant to regulation 61 in the reported year | £14,791.90 |
| Above as a percentage of CIL collected in the reported year | 5% |
| Total amount of CIL to be transferred to LTC from the reported year (Local Council Neighbourhood Allocation) | £11,079.98 |
| Total CIL receipts from the reported year retained at the end of the reported year ² | £269,966.22 |
| Total CIL receipts carried over from previously reported years ³ | £484,222.69 |
| Total CIL expenditure ⁴ in the reported year | £2,097 |
| Total CIL receipts from previously reported years retained at the end of the reported year ⁵ | £482,125.69 |
| Total CIL receipts in the CIL Main Fund and Ward Neighbourhood Allocation remaining available to spend at the end of the reported year | £752,091.91 |

¹ This figure comprises total funds received in FY 2018/19 only i.e. does not include the value of any unpaid invoices raised in the reported year. In addition, CIL receipts include the value of land payments and infrastructure payments made in respect of CIL charges by Southend Borough Council.

² Administrative expenses and LTC Neighbourhood Allocation have been deducted from this figure; in addition, CIL retained includes the value of acquired land on which development consistent with a relevant purpose has not commenced OR the acquired land has been used or disposed of for a purpose other than the relevant purposes and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent AND the value of infrastructure if the infrastructure has not been provided.

³ This includes CIL Main Fund and Ward Neighbourhood Allocation.

⁴ This excludes the amount applied to administrative expenses and transferred to LTC.

⁵ This includes CIL Main Fund and Ward Neighbourhood Allocation.

| CIL Main Fund⁶ (summary) | |
|--|-------------|
| Main Fund receipts for the reported year | £238,768.42 |
| Main Fund carried over from previously reported years | £430,881.46 |
| Main Fund expenditure for the reported year | £0 |
| Main Fund retained at the end of the reported year | £669,649.88 |

| CIL Main Fund Expenditure(details) | |
|---|---|
| Items of infrastructure to which CIL (including land payments) has been applied: | Amount of expenditure on each item |
| • n/a | n/a |
| Details of infrastructure items (provision in whole or in part) relating to CIL applied to repay money borrowed , including any interest, pursuant to regulation 62(4): | Amount of CIL applied to repay money borrowed, including any interest |
| • n/a | n/a |
| Details of infrastructure items relating to CIL passed to another person for that person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure pursuant to regulation 59(4): | Amount of CIL applied to repay money borrowed, including any interest |
| • n/a | n/a |

| Land and infrastructure in kind payments | |
|--|---|
| Total land payment receipts for the reported year | £0 |
| In relation to any land payments accepted by Southend Borough Council, details of the land/development to which the land payments relate: | Amount of CIL for each land payment |
| • n/a | n/a |
| Total infrastructure in kind payment receipts for the reported year | £0 |
| In relation to any infrastructure in kind payments accepted by Southend Borough Council, details of the items of infrastructure to which the infrastructure payments relate: | Amount of CIL for each item of infrastructure |
| • n/a | n/a |

⁶To be spent on items identified in the Council's Regulation 123 Infrastructure List.

| Neighbourhood Allocation (summary) | |
|---|------------|
| Total Neighbourhood Allocation receipts for the reported year <i>including funds to be transferred to LTC</i> | £42,277.78 |
| Total CIL receipts to be allocated to LTC for the reported year | £11,079.98 |
| Neighbourhood Allocation carried over by Southend Borough Council from previously reported years <i>excluding funds transferred to LTC</i> | £53,341.32 |
| Neighbourhood Allocation expenditure for the reported year <i>excluding funds transferred to LTC</i> | £2,097 |
| Neighbourhood Allocation retained by Southend Borough Council at the end of the reported year <i>excluding funds transferred to LTC</i> | £82,442.12 |

| Neighbourhood Allocation – local council allocation⁷ | |
|--|--|
| Local parish council: Leigh Town Council (LTC) | |
| Total CIL receipts to be allocated to LTC for the reported year | £11,079.98 |
| Ward breakdown: | |
| • CIL receipts within Belfairs (within LTC boundary) | £4,278.91 |
| • CIL receipts within Blenheim Park (within LTC boundary) | £593.15 |
| • CIL receipts within Leigh | £5,732.72 |
| • CIL receipts within West Leigh | £475.20 |
| Total amount carried over by LTC from previously reported years | £26,311.51 |
| Total expenditure by LTC for the reported year | £0 |
| Items to which LTC receipts have been applied in the reported year: | Amount of expenditure on each item |
| • Restoration of Cliff Gardens viewing platform, pathway access to platform and landscaping. | £15,000 (2017/18 commitment but not yet confirmed as spent) |
| Amount retained by LTC at the end of the reported year | £37,391.49 |
| Details of any requests for repayment of CIL receipts from LTC that have not been applied to support the development of its area within 5 years of receipt: | |
| Total value of CIL receipts requested to be returned from LTC | £0 |
| Total value of CIL receipts yet to be recovered from LTC for the reported year | £0 |

⁷ CIL income allocated to LTC but not yet transferred to Leigh Town Council as at 07/05/2019.

Details of Ward Neighbourhood Allocations:

| Ward | Receipts in 2018/19 (£) | Funds carried over from previously reported years (£) | Expenditure for the reported year (£) ⁸ | Items to which the Neighbourhood Allocation have been applied: | Amount of expenditure allocated to each itemised project (£): | Funds retained at the end of the reported year (£) | Total committed funds to be deducted (£) | Available funds after commitments (£) |
|---------------|-------------------------|---|--|---|---|--|--|---------------------------------------|
| Chalkwell | 6,629.52 | 5,773.09 | 2,097 | <ul style="list-style-type: none"> Landscaping on Chalkwell Esplanade | 2,097.00 | 10,305.61 | 0 | 10,305.61 |
| Eastwood Park | 982.17 | 2,191.20 | 0 | <ul style="list-style-type: none"> Tree planting between Eastwood and Oakwood parks* | 2,191.20 | 3,173.37 | 2,191.20 | 982.17 |
| Kursaal | 0 | 1,495.78 + 392.19 | 0 | <ul style="list-style-type: none"> Annual community event at Southchurch Hall <i>[funding not required – to be allocated to alternative project]</i> Name Sign for Christchurch Park similar to those installed at the Borough's other parks* | 392.19 1,495 | 1,887.97 | 1,495 | 392.97 |
| Milton | 3,797.41 | 9,856.54 | 0 | <ul style="list-style-type: none"> Milton Park improvements* Street signs* Park Street replacement bollards* | 5,000.00 2,000.00 2,856.54 | 13,653.95 | 9,856.54 | 3,797.41 |
| Prittlewell | 0 | 304.62 | 0 | <ul style="list-style-type: none"> Operation Legibility (road sign cleaning)* | 300 | 304.62 | 300 | 4.62 |
| Shoeburyness | 6,513.58 | 1,904.81 | 0 | n/a | n/a | 8,418.39 | 0 | 8,418.39 |
| Southchurch | 778.80 | 444.35 | 0 | <ul style="list-style-type: none"> Southchurch Speedwatch - to contribute towards the purchase of a 'speed gun' to move forward with a speedwatch group in the ward* | 444.35 | 1,223.15 | 444.35 | 778.80 |
| St Laurence | 174.90 | 0 | 0 | n/a | 0 | 174.90 | 0 | 174.90 |
| St Lukes | 0 | 1027.58 + 1,457.50 | 0 | <ul style="list-style-type: none"> Cluny Sq Park improvements (5 a side goals/seating) <i>[not proceeded with due to feasibility issues – to be allocated to alternative project]</i> Ferndale Church kitchen and toilet upgrades to support the church's provision of a shelter for the homeless within the Borough* Cluny Café (café providing a subsidised community facility accessible by all) equipment upgrade* | 1,457.50 1,500 850 | 2,485.08 | 2,350 | 135.08 |

⁸ Reported as 'Expenditure for the reported year' only when project has been completed; expenditure relating to part completed projects is accounted for in the penultimate column relating to commitments.

* Funds committed to identified project but not spent in the reported year.

| Ward | Receipts in 2018/19 (£) | Funds carried over from previously reported years (£) | Expenditure for the reported year (£) ⁹ | Items to which the Neighbourhood Allocation have been applied: | Amount of expenditure allocated to each itemised project (£): | Funds retained at the end of the reported year (£) | Total committed funds to be deducted (£) | Available funds after commitments (£) |
|--------------------------------------|-------------------------|---|--|--|---|--|--|---------------------------------------|
| Thorpe | 2,851.20 | 7,945.59 | 0 | <ul style="list-style-type: none"> Street furniture improvement - repainting/ replacing of road signposts * | 7,945.59 | 10,796.79 | 7,945.59 | 2,851.2 |
| Victoria | 6,338.48 | 9,002.33 | 0 | n/a | n/a | 15,340.81 | 0 | 15,340.81 |
| West Shoebury | 787.50 | 2,847.70 | 0 | n/a | n/a | 3,635.2 | 0 | 3,635.2 |
| Westborough | 952.18 | 1,151.36 | 0 | <ul style="list-style-type: none"> Signposting - Centenary themed commemorative signposting to British Legion as a community facility * | 1,151.36 | 2,103.54 | 1,151.36 | 952.18 |
| Belfairs (outside LTC boundary) | 1,392.06 | 361.73 | 0 | n/a | n/a | 1,753.79 | 0 | 1,753.79 |
| Blenheim Park (outside LTC boundary) | 0 | 7,184.95 | 0 | n/a | n/a | 7,184.95 | 0 | 7,184.95 |
| Total: | 31,197.79 | 53,341.32 | 2,097 | | | 82,442.13 | 25,734.04 | 56,708.08 |

⁹ Reported as 'Expenditure for the reported year' only when project completed; expenditure on part completed projects accounted for in penultimate column relating to commitments.

* Funds committed to identified project but not spent in the reported year.

Annexure 1: Leigh-on-Sea Town Council CIL Annual Report 2017/18



Leigh-on-Sea Town Council

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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 • n/a | Amount of CIL expenditure on each item • n/a |

| Items to which CIL Allocation has been committed – Leigh-on-Sea Town Council | |
|--|---|
| Items to which CIL has been committed • 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>) | Amount of CIL expenditure on each item • £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.

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Southend-on-Sea Borough Council

Agenda
Item No.

16

Report of Deputy Chief Executive (Place)
to
Traffic Regulations Working Party and Cabinet
Committee
on
6th June 2019

Report prepared by: Sharon Harrington,
Interim Group Manager Highways & Traffic Network

Requests for Waiting Restrictions

Cabinet Member: Councillor Buck
Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 For the Traffic Regulations Working Party and the Cabinet Committee to authorise the advertisement of the amendments and/or new restrictions/traffic Regulation Orders in accordance with the statutory processes.

2. Recommendation

2.1. **That the Traffic Regulations Working Party and the Cabinet Committee:-**

- a) **Consider the requests to advertise the requisite Traffic Regulation Orders as shown in appendix 1;**
- b) **If approved, further agree that in the event of there being no objections to the proposals, the proposal will be added to the existing work programme and the Traffic Regulation Order be confirmed;**
- c) **Note that all unresolved objections will be referred to the Traffic Regulations Working Party for consideration.**

3. Background

- 3.1 Requests for new or amendments to existing waiting or traffic restrictions are regularly received from residents and the businesses as well as officer and Member suggestions.
- 3.2 All requests are assessed and investigated against the policy criterion agreed criteria by the Cabinet Committee in November 2018.

4. Other Options

- 4.1 Each request needs to be considered on its individual merits and their impact on public safety, traffic flows or parking and wider impact on the surrounding network. Members may consider taking no further action if they feel it is appropriate.

5. Reasons for Recommendations

- 5.1 Where recommended the objective is to mitigate for likelihood of traffic flows being impeded, to improve safety or increase parking availability.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

- 6.1.1 Ensure the highway network is effectively managed contributing to a Safe and Prosperous Southend.

6.2 *Financial Implications*

- 6.2.1 Where recommended, the source of funding will be from allocated budgets, where funding is provided from alternative budgets, this is highlighted as appropriate.

6.3 *Legal Implications*

- 6.3.1 The formal statutory consultative process will be completed in accordance with the requirements of the legislation where applicable.

6.4 *People Implications*

- 6.4.1 Staff time will be prioritised as needed to investigate, organise the advertisement procedures and monitor the progress of the proposals based on the committee priorities.

6.5 *Property Implications*

- 6.5.1 None

6.6 *Consultation*

- 6.6.1 Formal consultation will be undertaken including advertisement of the proposal in the local press and on the street as appropriate.

6.7 *Equalities and Diversity Implications*

- 6.7.1 The objectives of improving safety takes account of all users of the public highway including those with disabilities.

6.8 *Risk Assessment*

6.8.1 Neutral.

6.9 *Value for Money*

6.9.1 All works resulting from the scheme design are to be undertaken by term contractors appointed through a competitive tendering process.

6.10 *Community Safety Implications*

6.10.1 All proposals are designed to maximise community safety through design, implementation and monitoring.

6.11 *Environmental Impact*

6.11.1 All proposals are designed and implemented to ensure relevant environmental benefits are attained through the use of appropriate materials and electrical equipment to save energy and contribute towards the Carbon Reduction targets where appropriate.

7. **Background papers**

None

8. **Appendices**

Appendix 1 – List of requests and comments

APPENDIX 1 – TRO CHANGES/WAITING RESTRICTIONS REQUESTS

| Location | Request Details | Requested By | Relevant Criteria Points | Officer comments |
|------------------------------|---|---|--------------------------|---|
| Snakes Lane | Double yellow lines on bend | Residents/ Officer | (ii) | <p>Due to additional vehicles parking on the bend outside properties, visibility is limited as vehicles have to go into the on-coming traffic lane to pass</p> <p>Recommend to advertise proposals for double yellow lines</p> |
| Shorefield Road | Increase limited waiting from 1 hour to 2 hours | Officer/ Restaurants | N/A | <p>By increasing the times to 2 hours no return in 4 hours it will encourage the use of nearby businesses but makes enforcement at this location prohibitive</p> <p>Recommend to advertise proposals</p> |
| Eastwood Park car park | <p>Amend existing waiting limit</p> <p>Current Restrictions are</p> <p><i>Maximum stay 1 hour return prohibited within 3 hours</i></p> <p><i>1st May to 1st September 7.30 am to 10.00 am</i></p> | Officers | N/A | <p>To accommodate park users while continuing to deter all day parking, it has been requested to amend the current waiting limit to the following</p> <p><i>1st May to 30th September</i> <i>7.30 am to 10.00 am</i> <i>Maximum stay 1 hour return prohibited within 3 hours</i></p> <p><i>1st October to 30th April</i> <i>7.30 am to 5.00 pm</i> <i>Maximum stay 3 hours return prohibited within 4 hours</i></p> <p>This was reported to a previous meeting and the committee resolved to introduce 3 hours no return in 4 hours for the whole year however a further request has been made by the Parks Department to agree to the times stated above, as the agreed restrictions would not support the bowls club members.</p> <p>Taking this into consideration it is Recommend to advertise proposals.as originally requested</p> |
| Victoria Avenue Service Road | Officer | Introduction of a shared loading and parking bay outside No. 47 | N/A | <p>As part of the planning permission for 47 Victoria Avenue, it was agreed that a shared loading/parking bay be installed on the service road fronting Victoria Avenue and that as part of the permission the costs would be met from the applicant which have now been paid.</p> <p>Recommendation to advertise proposals as requested.</p> |

| | | | | |
|---|------------|---------------------------|-----|--|
| Royston Avenue junction with Eastern Avenue Service Road and Eastern Avenue | Councillor | Reduction of yellow lines | N/A | <p>In 2017 the Department following concerns from a Ward Councillor and the school investigated the parking problems at the junction which resulted in the advertisement and installation of double yellow lines.</p> <p>The Royston Avenue / Eastern Avenue Service Road and Eastern Avenue Service Road / A1159 Eastern Avenue. Has a low level of parking outside of school times. During school times the majority of available on street parking space is full</p> <p>This was implemented in December 2017 at a cost to the Department of approx. £4000.00.</p> <p>Requests have now been received from other Ward Councillors to reduce the double yellow lines to allow for additional parking.</p> <p>Recommendation:</p> <p>No further action – the scheme is deemed safe with no reports of any incidents or issues since implementation to consider changing</p> |
|---|------------|---------------------------|-----|--|

Southend-on-Sea Borough Council

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

Agenda
Item No.

17

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

APPENDIX 1

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 |

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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)

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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-imaging 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 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)

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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.

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Southend-on-Sea Borough Council

Agenda
Item No.

18

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



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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, reading '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.

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SOUTHEND-ON-SEA BOROUGH COUNCIL

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

19

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 Chairing 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).

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