

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

## **Meeting of Cabinet**

**Date: Tuesday, 20th September, 2016**

**Place: Committee Room 1 - Civic Suite**

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

**In Attendance:** Councillors J Moyies and C Mulroney  
R Tinlin, J Williams, S Holland, J Chesterton, S Leftley, A Lewis, A  
Atherton, C Gamble, F Abbott, J O'Loughlin and A Keating

**Start/End Time:** 2.00 - 3.45 pm

### **257 Apologies for Absence**

There were no apologies.

### **258 Declarations of Interest**

(a) Councillor Cox – Carriage and Wagon Shed Options – Member of  
Shoeburyness Coastal Community Team – Non-pecuniary interest.

(b) Councillor Holland – Interim Affordable Housing Policy - Son had input into  
paper – Non-pecuniary interest

(c) Councillor Lamb - Joint Development Brief for land at Fossets Way - Hospital  
Governor- Non-pecuniary interest.

(d) Councillor Salter- Notice of Motion – Estate Agent Fees and Practices -  
Landlord in the borough - Non-pecuniary interest.

### **259 Minutes of the Meeting held on 28th June 2016**

Resolved:-

That the Minutes of the Meeting held on 28<sup>th</sup> June 2016 be confirmed as a correct  
record and signed.

### **260 Notice of Motion - Estate Agent Fees and Practices**

At the meeting of Council held on 21<sup>st</sup> July 2016, Members received a notice of  
motion on estate agent fees and practices. This was proposed by Cllr Davies  
and seconded by Cllr Callaghan.

Resolved:

That a fact finding workshop be convened for stakeholders to identify specific  
issues that need to be addressed in relation to the private rented sector, with a  
view to action planning, collaboratively, on a way forward.

Reason for Decision

To respond to the notice of motion.

Other Options

None

Note:- This is an Executive Function

**Called-in to Policy and Resources Scrutiny Committee**

Executive Councillor:- Flewitt

**261 Better Queensway**

The Cabinet considered a report of the Corporate Director for Corporate Services providing an update on the work undertaken on the Better Queensway Project since the decision of Cabinet on 22<sup>nd</sup> September 2015.

On consideration of the report, the Leader of the Council thanked Sally Holland for her contribution towards the work on the Queensway Project.

Resolved:

1. That the work undertaken on the Better Queensway Project to date, be noted.
2. That progression to Phase 3 of the Project based on the latest option development attached at Appendix 1 to the submitted report, be approved.
3. That the use of the Council's Compulsory Purchase Powers continue to be investigated and that preparatory work be undertaken for the making of a Compulsory Purchase Order (CPO), which will be subject to a formal resolution of the Cabinet in the future.
4. That the Project should involve the demolition of the tower blocks and other flats (where the Council owns the freehold) within the Project area.
5. That Initial Demolition Notices under Section 138(a) and Schedule 5(A) of the Housing Act 1985 (as amended) be served on all secure tenants of houses and flats within the Project area.
6. That based on Appendix 1 to the report, an outline planning application for the Project be prepared and submitted.
7. That further work be undertaken on the preferred Joint Venture approach (through competitive dialogue) with a report being submitted to Cabinet to determine this matter and the selection of a development partner.
8. That delegated authority be given to the Section 151 Officer, in consultation with the Deputy Leader, to agree the terms of any proposed Leaseholder swaps.

9. That it be noted that further reports will also be needed to give approval to additional matters such as, land appropriation, CPO resolution and a decant policy for re-housing of tenants and leaseholders.

Reason for Decision

To progress the Better Queensway project.

Other Options

As set out in the submitted report.

This is an Executive Function

**Called-in to Policy and Resources Scrutiny Committee**

Executive Councillors – Lamb and Holland

## 262 **Quarter One Treasury Management Report 2016/17**

The Cabinet considered a report of the Corporate Director for Corporate Services on the treasury management activity for the period from April 2016 to June 2016.

Recommended:

1. That the Quarter One Treasury Management Report for 2016/17, be approved.
2. That it be noted that treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to June 2016.
3. That it be noted that the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.
4. That it be noted that an average of £52.7m of investments were managed in-house. These earned £0.087m of interest during this three month period at an average rate of 0.66%. This is 0.30% over the average 7-day LIBID and 0.16% over the bank base rate.
5. That it be noted that an average of £22.6m of investments were managed by an external fund manager. These earned £0.060m of interest during this three month period at an average rate of 1.07%. This is 0.71% over the average 7-day LIBID and 0.57% over bank base rate.
6. That it be noted that an average of £13.6m was managed by two property fund managers. These earned £0.255m during this three month period from a combination of an increase in the value of the units and income distribution, giving a combined return of 7.87%.
7. That it be noted that the level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1<sup>st</sup> April 1998) remained at the same level of £227.8m (HRA: £77.0m, GF: £150.8m) during the period from April to June 2016.
8. That it be noted that during the quarter the level of financing for 'invest to save' schemes increased from £3.21m to £4.61m.

#### Reason for recommendations

The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2016/17 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

#### Other Options

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

This is a Council Function

#### **Called-in to Policy and Resources Scrutiny Committee**

Executive Councillor – Moring

### **263 Debt Management - Position to 31st July 2016**

The Cabinet considered a report of the Corporate Director for Corporate Services informing Members of the current position on the outstanding debt to the Council as at 31<sup>st</sup> July 2016.

#### Resolved:

1. That the current outstanding debt position as at 31<sup>st</sup> July 2016 and the position on debts written-off to 31<sup>st</sup> July 2016, as set out in Appendices A and B to the submitted report, be noted.
2. That the write-off as set out in Appendix B to the report, be approved.

#### Reason for Decision

All reasonable steps to recover the debt have been taken and therefore where a write-off is recommended it is the only course of action available.

If the Council wishes to pursue debts for bankruptcy proceedings, it will follow the agreed and published recovery policy that covers this.

#### Other Options

None

This is an Executive Function

Eligible for call-in to Policy and Resources Scrutiny Committee

Executive Councillor – Moring

### **264 Information Governance - Senior Information Risk Owner (SIRO) Annual Report - 2015/16**

The Cabinet considered a report of the Corporate Director for Corporate Services, Senior Information Risk Owner (SIRO), setting out the Information Governance work undertaken in 2015/16.

Resolved:

That the SIRO's report on Information Governance in 2015/16 and the proposed work for 2016/17, be noted.

Reason for Decision

To receive the SIRO's annual report

Other Options

None.

This is an Executive Function

**Called-in to Policy and Resources Scrutiny Committee**

Executive Councillor – Moring

**265 Annual Report - Comments, Compliments and Complaints - 2015/16**

The Cabinet considered a report of the Corporate Director for Corporate Services presenting the annual report on compliments and complaints received throughout the Council for 2015/16.

Resolved:

That the Council's performance in respect of compliments, comments and complaints for 2015-16 be noted.

Reason for Decision

To inform Members of the comments, compliments and complaints received throughout the Council.

Other Options

None

This is an Executive Function

**Referred direct to all three scrutiny committees**

Executive Councillors – Lamb, Salter and Courtenay

**266 Early Help Family Support Strategic Plan**

The Cabinet considered a report of the Corporate Director for People presenting the Early Help Family Support Strategic Plan 2016 and accompanying action plan.

Resolved:

That the Strategic Plan and action plan as set out at Appendices 1 and 2 to the submitted report, be approved.

## Reason for Decision

1. The Plan requires the support to children and families to address their needs at the lowest possible level, to prevent their needs escalating and to not refer to services at a higher level until everything is done to meet such needs at a lower level.
2. The plan gives a clear focus and enables resources to be directed at those actions that will make the biggest improvement in outcomes for children, young people and their families.
3. It will enable the focus of work to move into Phase 2 of the Early Help Refresh and provide a base from which much wider integration with partners can be established, beyond the new 'core' EHFS service, and alignment with other key transformation programmes.

## Other Options

Not to have a Strategic Plan overseeing the governance of Early Help Family Support, but this is not recommended

This is an Executive Function

**Called-in to People Scrutiny Committee**

Executive Councillor – Courtenay

## 267 **Report on Ofsted Inspection of Children's Services**

The Cabinet considered a report of the Corporate Director for People on the outcome of the Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers and a Review of the Local Safeguarding Children's Board (LSCB). Members received details of the actions taken to date in response to the inspection findings and noted the draft Southend Children's Services Improvement Plan.

Resolved:

1. That the findings of the Inspection and Review be noted.
2. That the content of the draft Improvement Plan be noted and that the Director of People, in consultation with the Executive Councillor for Children's Services, be authorised to finalise the Plan.

## Reason for Decision

To deliver improvements in Children's Services and support scrutiny in this area of work

## Other Options

The development and delivering of an improvement plan is a statutory requirement

This is an Executive Function

Eligible for call-in to People Scrutiny Committee

Executive Councillor – Courtenay

## 268 Annual Report on Corporate Parenting Group

The Cabinet considered a report of the Corporate Director for People presenting the annual report on the work of the Corporate Parenting Group (CPG) in regards to the progress and outcomes of children who are looked after by the Council.

Resolved:

1. That the annual report, as set out at Appendix 1 to the submitted report, be noted.
2. That the overarching priorities for 2016/17, as at Appendix 2 to the report, be approved
3. That the Corporate Parenting Strategy for looked after children 2016/17 as set out at Appendix 3 to the report, be approved.
4. That the Corporate Parenting Group Forward Plan 2016/17, as set out at Appendix 4 to the report, be noted.

Reason for Decision

To receive the annual report.

Other Options

None

This is an Executive Function  
Eligible for call-in to People Scrutiny Committee  
Executive Councillor – Courtenay

## 269 Regional Adoption Agency update

The Cabinet considered a report of the Corporate Director for People setting out the current position on the Regional Adoption Agency activity.

Resolved:

That the report be noted and approved

Reason for Decision:

To ensure that Members are aware of the work being undertaken and the potential impact on Southend for future delivery of their adoption service.

Other Options

As set out in the submitted report.

This is an Executive Function  
**Called-in to People Scrutiny Committee**  
Executive Councillor – Courtenay

**270 Admission Arrangements for Community Schools Annual Report**

The Cabinet considered a report of the Corporate Director for People setting out the admission arrangements for community schools for the academic year 2018/19 and the Coordinated Admissions Scheme for 2018 onwards.

Resolved:

1. That there is no consultation on the Admissions Arrangements for Community Schools for the academic year 2018/19.
2. That consultation with governing bodies of community schools takes place on the published admission numbers for community infant, junior and primary schools for September 2017 as set out in the Admission Arrangements in Appendix 1 to the submitted report.
3. That the proposed Coordinated Admissions Scheme for 2018 onwards, as set out in Appendix 2 to the report, be approved in principle, and if there are minor areas to be resolved following consultation with schools, the Corporate Director for People in consultation with the Executive Councillor for Children & Learning, be authorised to make minor amendments to the scheme.
4. That the relevant area, as set out in appendix 3 to the submitted report, be confirmed.

Reason for Decision

The determination of admission arrangements for community schools and the provision of a coordinated admissions scheme is a statutory requirement.

Other Options

None.

This is an Executive Function

Eligible for call-in to People Scrutiny Committee

Executive Councillor – Courtenay

**271 'Our ambitions for your child's education' - An Education Policy for Southend Borough Council**

The Cabinet considered a report of the Corporate Director for People proposing the adoption of the education policy document "Our ambitions for your child's education in Southend".

Resolved:

That the draft policy be approved and that the Corporate Director of People, in consultation with the Portfolio Holder for Children's Services, be authorised to finalise the policy.

Reason for Decision

The absence of any policy documentation on behalf of Southend Borough Council at the time of considerable uncertainty does not allow the Council to coalesce its statutory services with its ambitions for young people. This absence would ask questions concerning what is it that the Council does and wants for children, young people and their families in education terms.



Other Options

None

This is an Executive Function

**Called-in to People Scrutiny Committee**

Executive Councillor – Courtenay

**272 Adult Drug and Alcohol Treatment Services Contract Extension**

The Cabinet considered a report of the Corporate Director for People concerning a 4 month extension to the contract the Council holds with Change, Grow, Live (CGL) for the delivery of treatment and support for adults with drug and alcohol problems.

Resolved:

That the extension to the CGL contract be noted.

Reason for Decision

To provide better value for money and minimise financial risks for the Council, together with enabling best commissioning practice in service user consultation and VCS market development.

Other Options

To expedite procurement of replacement provision in order that new contractor(s) are in place from 1<sup>st</sup> April 2017. It was felt that this would likely lead to contracts being offered in a very similar manner to those currently in place given the reduced capacity for consultation with service users, carers and professional stakeholders. It was additionally felt that this would negatively impact the potential to develop the local voluntary and community sector (VCS) market such that it would be able to compete on equal terms with larger national organisations.

The Cabinet considered a report of the Corporate Director for People concerning a 4 month extension to the contract the Council holds with Change, Grow, Live (CGL) for the delivery of treatment and support for adults with drug and alcohol problems.

Resolved:

That the extension to the CGL contract be noted.

Reason for Decision

To provide better value for money and minimise financial risks for the Council, together with enabling best commissioning practice in service user consultation and VCS market development.

## Other Options

To expedite procurement of replacement provision in order that new contractor(s) are in place from 1<sup>st</sup> April 2017. It was felt that this would likely lead to contracts being offered in a very similar manner to those currently in place given the reduced capacity for consultation with service users, carers and professional stakeholders. It was additionally felt that this would negatively impact the potential to develop the local voluntary and community sector (VCS) market such that it would be able to compete on equal terms with larger national organisations.

This is an Executive Function

### **Called-in to People Scrutiny Committee**

Executive Councillor – Salter

## **273 6 Month Mid Year Adoption Update**

The Cabinet considered a report of the Corporate Director for People on the activities of the Southend Adoption Service between January and June 2016.

Resolved:

That the report be noted and approved

Reason for Decision

To inform Members of the activities of the Southend Adoption service in the first 6 months of 2016.

Other Options

None

This is an Executive Function

Eligible for call-in to People Scrutiny Committee

Executive Councillor – Courtenay

## **274 Interim Affordable Housing Policy**

The Cabinet considered a report of the Corporate Director for Place outlining the proposed Interim Affordable Housing Policy.

Recommended:

1. That the “Interim Affordable Housing Policy (September 2016)” document attached at Appendix 2 to the submitted report, be approved as Corporate Policy.
2. That the Corporate Director for Place, in consultation with the Portfolio Holder for Housing, Planning and Public Protection, be authorised to make any minor amendments to the Interim Affordable Housing Policy to take into account the latest available evidence from the Strategic Housing Market Assessment or its equivalent successor.

## Reason for Decision

1. To maximise the potential to deliver affordable housing and meet the Borough's local affordable housing need through existing planning policy, planning applications and Section 106 agreements, whilst ensuring development remains deliverable.
2. To ensure that a fair and consistent affordable housing provision is required of all developers, avoiding any site being disadvantaged in comparison to any other due to the impact changes in tenure and unit sizes have on residential sales values.
3. To assist in meeting the key Corporate Priorities relating to affordable housing as set out in paragraph 6.1 to the report.

## Other Options

Not to adopt the Interim Affordable Housing Policy as set out in the report. This would mean to continue developer affordable housing negotiations relating to housing mix, tenure and financial contributions in lieu of on-site provision on a more ad hoc basis. This presents significant risks in terms of the Council's ability to meet the Borough's affordable housing needs, may result in inconsistencies in planning negotiations and may also delay delivery of development.

This is a Council Function

### **Called-in to Place Scrutiny Committee**

Executive Councillor – Flewitt

## **275 Southend Central Area Action Plan**

The Cabinet considered a report of the Corporate Director for Place seeking agreement to the publication of the Southend Central Area Action Plan (SCAAP) for consultation.

Members noted that the recommendations had been supported by the Local Development Framework Working Party which met on 6<sup>th</sup> September 2016.

On consideration of the report the Corporate Director for Place confirmed that, outside of the SCAPP process, it was the intention to develop a parking strategy and a tourism strategy for submission to a future meeting of the Cabinet.

Recommended:

1. That the Proposed Submission version of the SCAAP (set out in Appendix 1 to the submitted report) and associated Policies Map (set out in Appendix 2 to the report) be published for public consultation under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
2. That the response to the consultation comments received on earlier iterations of the SCAAP, as set out in the accompanying Consultation Statement in Appendix 3 to the report, be noted and endorsed.

3. That the SCAAP be submitted to the Secretary of State, prior to Examination in Public, under Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
4. That the Corporate Director for Place, in consultation with the Executive Councillor, for Housing, Planning and Regulatory Services, in conjunction with the Local Development Framework Working Party (if necessary), be authorised to:
  - a) approve and make amendments to the SCAAP that may result from, *inter alia*, analysis of the representations made following public consultation, recommendations of the Sustainability Appraisal and any additional evidence considered and then consult on these changes, if required, before they are submitted to the Secretary of State.
  - b) agree and approve amendments that may be proposed by the Inspector during the Examination in Public process and to any further consultation that may be required as a result of this; and
  - c) take all necessary steps to ensure compliance with the relevant statutory processes and procedures necessary for preparation and participation of the Council at the Examination in Public.

#### Reason for decision

To ensure the expeditious production of the SCAAP, resulting in an anticipated adoption date of spring 2017 and to ensure the Borough has an up-to-date suite of planning documents as expected by Central Government.

#### Other Options

Not to prepare the SCAAP and consult on the Plan. This is not recommended as an up-to-date plan prepared using local evidence and guided by community consultation is the most appropriate guide for local planning decisions and regeneration of the town centre and central seafront area.

The absence of a robust plan and the resulting 'planning by appeal' scenario could result in the inability to control development in the Town Centre and Central Area and an increase in service costs for Southend if the Borough Council has to respond to development appeals or public inquires.

This is a Council Function

**Called-in to Place Scrutiny Committee**

Executive Councillor – Flewitt

## 276 **Air Quality Management Area**

The Cabinet considered a report of the Corporate Director for Place proposing the declaration of an Air Quality Management Area following an assessment of the air quality at the junction of the A127, Hopleythick Lane and Rochford Road.

Resolved:

1. That the outcome of the 2016 Local Air Quality Management Detailed Assessment for Southend-on-Sea Borough Council for nitrogen dioxide exceedences at the junction of A127, Rochford Road and Hobleythick Lane, be noted.
2. That the proposed Air Quality Management Area boundaries for nitrogen dioxide, detailed within Appendix 1 to the submitted report and the Air Quality Management Area Order 1 (Appendix 2 to the report) be declared and that an Order be made under the provisions of Section 83(1) of the Environment Act 1995 formally designating the area as an Air Quality Management Area.
3. That consultation be undertaken on the development of an Air Quality Action Plan, in line with Department for Environment, Food and Rural Affairs (DEFRA) guidance, and that following the completion of the consultation, the Corporate Director for Place, in consultation with the Portfolio Holder for Housing, Planning and Public protection, be authorised to finalise the plan for submission to DEFRA.
4. That an Air Quality Strategy be developed for the Borough.
5. That the funding position for this project, as set out in Section 6.2 of the report, be noted.

Reason for Decision

The Council has a statutory duty to review air quality in the Borough and assess whether standards and objectives are being achieved. Where exceedences of the air quality objectives are not met the Council must declare an Air Quality Management Area and develop an air quality action plan to improve air quality.

Other Options

None

This is an Executive Function

**Called-in to Place Scrutiny Committee**

Executive Councillor – Flewitt

## **277 Low Carbon Energy and Sustainability Strategy 2015-2020**

The Cabinet considered a report of the Corporate Director for Place presenting Southend on Sea Borough Council's Low Carbon Energy and Sustainability Strategy 2015-2020, Annual Update Report.

Resolved:

That the Low Carbon Energy and Sustainability Annual Update Report, be approved.

## Reason for Decision

The Strategy continues to provide an excellent opportunity for the Council to make a real contribution in delivering local objectives around health and well-being, housing, fuel poverty, air quality, transport, education, economic development and community cohesion.

Successful implementation of the new strategy will provide the Council with the opportunity to establish new funding streams (including EU funding bids), efficiency savings and revenue sources (including money generated through renewable energy installations).

## Other Options

None

This is an Executive Function

**Called-in to Place Scrutiny Committee**

Executive Councillor – Holland

## 278 **Joint Development Brief for Land at Fossets Way**

The Cabinet considered a report of the Corporate Director for Place on the Development Brief for the land at Fossetts Way and its adoption as Corporate Policy.

### Recommended:

1. That the development brief, as set out in Appendix 1 to the submitted report, be adopted as corporate policy.
2. That the Corporate Director for Place, in consultation with the Portfolio Holder for Housing, Planning and Public Protection, be authorised to make any minor amendments to the wording of the document as required.

## Reason for Decision

To enable a set of development parameters and the vision for the future of development of the site to be conveyed, in the interests of bringing the site forward as a development that will meet local needs, provide a high quality development, and to be developed in a manner that takes account of other development proposals and strategic planning issues in the Borough.

## Other Options

1. Local Plan Review. The National Planning Policy Framework (NPPF) advises that planning permission for the permanent development of 'safeguarded land' should only be granted following a Local Plan review which proposes the development. The local plan-making process would allow for development to be planned at the strategic level to ensure that there is a balance of land uses, which provide for the needs of the local and wider community now and in the future in the most sustainable locations. The Local Plan review process is likely to take approximately 24 – 36 months, which would not assist the Trust in being able to dispose of the site

prior to it being disposed centrally. Given the likely timetable for disposal, the preparation of a brief has been necessary in the circumstances.

2. Do Nothing. The land would either be sold as employment land by the Trust and a future buyer would then likely seek a change of use to achieve greater values or the land would be disposed of centrally at a later date. The Council may not have the opportunity to guide the future development of the site without a brief.

This is a Council Function

**Called-in to Place Scrutiny Committee**

Executive Councillor – Flewitt

## 279 **Carriage and Wagon Shed Options**

The Cabinet considered a report of the Corporate Director for Place detailing the options for the future management and operation of the Carriage and Wagon Shed, Shoebury Garrison.

Resolved:

1. That the Carriage and Wagon Shed be leased to the new Shoebury Coastal Community Interest Company as detailed in section 4 of the submitted report.
2. That the Corporate Director of Place be authorised to advertise the opportunity to develop and manage the building for the benefit of residents and visitors to the borough if the Shoebury Coastal Community Interest Company is unable to take on the lease of the building by 30th September 2017.
3. That the Corporate Director of Place be authorised to negotiate and agree terms of any lease associated with the Carriage and Wagon Shed in consultation with the Council's Asset Management and Legal Teams.
4. That the delivery of any fit-out of the Carriage and Wagon Shed, as set out in the Coastal Communities Funding application, be supported.
5. That the financial position, as set out in section 7.2 of the report, be noted.

Reasons for Decision

Leasing the building to a community interest company whose aims are to benefit the Shoeburyness area should ensure that the Carriage and Wagon Shed is managed for the benefit of the local area. It will help safeguard the Carriage and Wagon Shed for the future and minimise pressures on Council resources.

Other Options

As set out in the submitted report

This is an Executive Function

**Called-in to Place Scrutiny Committee**

Executive Councillor – Holland

## 280 **Prevention Strategy**

The Cabinet considered a report of the Director of Public Health presenting the draft Southend-on-Sea Joint Adult Prevention Strategy 2016 -2021.

Resolved:

That the draft Southend-on-Sea Joint Adult Prevention Strategy 2016-2021 and associated action plan, be approved.

Reason for Decision

The Southend Joint Adult Prevention Strategy and associated action plan will facilitate a shared preventative approach across all key local organisations, enabling earlier identification and actions to address issues in relation to those people at greater risk of poor health outcomes.

The strategy also shifts the emphasis away from service provision to the empowerment of people to take steps to improve their own health and to help to develop community resilience.

A clear strategy to deliver prevention in localities is a requirement of the Mid and South Essex Sustainability and Transformation Planning process. This process requires local NHS commissioners and providers of health care to work with local authorities and their partners to put in place a joint plan to deliver, sustain and improve health and care services for local people.

Other Options

None

This is an Executive Function

**Called-in to People Scrutiny Committee**

Executive Councillor – Salter

## 281 **Amendments to Senior Management & Departmental Arrangements**

Further to the meeting of the Cabinet held on 28<sup>th</sup> June 2016, Members considered a report of the Chief Executive proposing amendments to the senior management structures and departmental arrangements.

Arising from consideration of the report, the Chief Executive referred to the impending departure of Sally Holland (Corporate Director for Corporate Services) and thanked her for her excellent service to the Council. He also confirmed that Nick Harris (Head of Culture) would also shortly be leaving the Council and thanked him for his valuable contribution to the work of the authority.

On behalf of Members, the Leader of the Council expressed his appreciation and gratitude to Sally and Nick for their sterling work and conveyed his best wishes to them both for the future.



## Recommended:

1. That the revisions to the senior management structure set out in the submitted report be approved.
2. That the Public Health function be incorporated within the Department for People as described in the report.
3. That employment titles are amended as described in the report and that an additional management level be introduced in order to provide additional leadership capacity and to support staff retention and succession planning.
4. That the detailed allocation of functions and implementation of other arrangements be delegated to the Chief Executive, in consultation with the Leader of the Council, subject to no substantive adverse response to consultations.
5. That appropriate amendments be made to the Constitution to reflect the new senior management structure once implemented.
6. That the Chief Executive develop proposals in respect of senior officer remuneration (including the new management level) to be considered by the Council's PRP Panel later in the year.

## Reason for Decision

The Council last approved modifications to the senior leadership team and structure in 2013. Since that time the Council has continued to experience marked reductions in its finances and has approved budgets which have continued to reduce the overall staff complement. The Council continues to face reductions in available finance and the leadership structure needs to both reflect the overall staffing reduction and be fit to cope with leading the organisation over coming years.

The Council received the public health function from the NHS some three years ago and now needs to more fully incorporate and integrate public health into the Council operational structure and further its purposes, as suggested by the 2015 Peer Review.

## Other Options

1. Given the slim and competitive current senior management structure the Council could decide to not amend and reduce the number of senior management posts, allowing continued capacity to address and deliver the challenges facing the Council. This alternative option would, however, not reflect the continued reduction in staffing overall within the Council as a result of financial challenges.
2. The Council could decide to not review and refresh the public health function but this would not address the recommendations of the Peer Review and would not properly ensure the targeted and effective functioning of the service nor address adequately the reducing resource base.

3. The Council could carry out a complete review of the entire senior leadership structure, but this would cause unnecessary and potentially damaging uncertainty and disruption to the delivery of services. A wholesale review would also ignore that the current and proposed structures reflect best practice across unitary councils.

This is a Council Function

**Called-in to Policy and Resources Scrutiny Committee**

Executive Councillor – Lamb

**282 Minutes of the Local Development Framework Party held 6th September 2016**

Framework Working Party held on 6<sup>th</sup> September 2016 concerning proposals on new local listings.

Resolved:-

That the following buildings be designated as locally listed buildings/structures:

- The Co-op building Sutton Road, Southend
- Westcliff Police Station, West Road
- Former Lloyds Bank, London Road, Westcliff
- Civic Centre fountain.

Note:- This is an Executive Function

**Called-in to the Place Scrutiny Committee**

Executive Councillor:- Flewitt

**283 Council Procedure Rule 46**

Resolved:-

That the submitted report be noted.

Note:- This is an Executive Function

Eligible for call-in as appropriate to the item

Executive Councillor:- As appropriate to the item

**284 Exclusion of the Public**

Resolved:-

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

**285 Capital Redevelopment of Delaware, Priory and Viking**

The Cabinet considered a revised report of the Corporate Director for People on the above.

Resolved:

1. That it be noted that the Strategic Outline Case (SOC) (at Appendix 1 to the submitted report) has found that the preferred option is the re-development of the Viking Learning Disability Day Centre and the New Build of a 60 bed dual registered dementia care home on a single site (Priory).
2. That the preferred option(s) identified above should be subjected to a fully costed Outline Business Case (OBC) to be presented to Cabinet in February 2017.
3. That it be noted that the Scheme will be financed by the Council with the Local Authority Trading Company, Southend Care, operating any new facility under a long term commercial lease from the Council.

Reason for Decision

As set out in the submitted report

Other Options

As set out in the submitted report

Note:- This is an Executive Function  
Eligible for call-in to People Scrutiny Committee  
Executive Councillor:- Salter

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