
REPORT TO THE MEETING OF THE EXECUTIVE 1 MARCH 2017

PORTFOLIO: FINANCE

REPORT FROM: SECTION 151 OFFICER

SUBJECT: QUARTER 3 2016/17 FINANCIAL MANAGEMENT AND PERFORMANCE REPORT

1 DECISION BEING RECOMMENDED

- 1.1 That the Quarter 3 2016/17 revenue budget and capital position contained in paragraphs 3 and 4 and as shown in Appendices 1 and 2 be noted.
- 1.2 That the Quarter 3 2016/17 Capital Monitoring Report in Appendix 2 be agreed.
- 1.3 That the current financial performance on key revenue financial indicators, as shown in Appendices 3 and 4 be noted.
- 1.4 That the progress on the Business Plan in Appendix 5 be noted.

2 REASON/S FOR RECOMMENDATION

- 2.1 This report provides the latest forecast for the General Fund revenue budgets for the end of the year compared to the original budgets agreed in February 2016, and an up to date position on how projects funded through the Capital Programme are progressing.
- 2.2 The commentary does not attempt to cover all the budgetary changes but draw attention to the key factors affecting the net expenditure for that service area.
- 2.3 Allocations from the general balance for supplementary estimates (endorsed unplanned expenditure), including proposals to return underspends previously generated within the service to general balance where applicable, will be recommended for approval by the Section 151 Officer. Where there are competing supplementary estimates for use of underspends, additional income or windfalls previously returned to general balance, priority will be given to the service(s) that generated that return.

3 OVERALL FINANCIAL POSITION

- 3.1 The updated budgeted position at Q1 was £8.78m. Factoring in the additional contributions to/from reserve, the latest Q3 budget position for 2016/17 is £8.88m. The forecasted quarter 3 general fund expenditure outturn is £8.46m, which is a favourable variance of £426,962 (4.8%) against the latest budget.

- 3.2 Portfolio holders supported by Assistant Directors are accountable for any budget variations within their services and the associated responsibility to ensure expenditure and income are managed within agreed budgets. To make sure that this is successfully achieved, it is essential that unless supplementary estimates are approved in-year Assistant Directors are expected to develop action plans (endorsed by Portfolio holders) and review these throughout the financial year to identify all significant emerging variances to ensure that overall expenditure is kept within their total available budget.

A breakdown of revenue monitoring by each portfolio is set out in Appendix 1 and summarised in the table below.

<u>Portfolio</u>	<u>2016/17 Latest Budget</u>	<u>End of Year Forecast</u>	<u>Variance (Budget to End of Year Forecast) (surplus) / deficit</u>
	£	£	£
Leader	1,462,473	1,412,500	(49,973)
Finance	1,372,058	1,326,900	(45,158)
Enterprise	508,994	334,600	(174,394)
Planning	264,800	213,500	(51,300)
Environment	3,032,650	2,899,900	(132,750)
Governance	1,042,155	905,200	(136,955)
Community	1,199,782	1,363,350	163,568
Total	8,882,912	8,455,950	(426,962)

- 3.3 The main factors that are reducing the overall net expenditure are:-

- Savings are expected from both the Street Cleansing and Waste Collection contracts. Combined expenditure from both these service areas is forecast to be c£84,000 below budget.
- Revenue generated from the sale of car park pay and display tickets is forecast to be c£65,000 above budget, whilst revenue from the sale of season tickets is forecast to be c£40,000 more than budget.
- Income from Building Control Fees is forecasted to generate a surplus on budget of c£38,000.

- Due to the pending review of staff office accommodation, expenditure on all non essential repairs and maintenance is forecast to remain low for the remainder of the year. The forecast saving against budget is c£49,700 across the two sites.

3.4 The main factors that are increasing the overall net expenditure are:-

- The amount of people housed in temporary accommodation currently exceeds that budgeted for. Based on current levels, this budget will be exceeded by circa £200,000. Work is ongoing within the service to consider options to mitigate this cost pressure. No budget adjustment has been made to continue the focus on this service.
- Income generated from Pre-application planning advice is not expected to match budget. Current forecast is for income to be circa £25,000 below budget.
- Income generated from Local land Charges is expected to be under budget by circa £40,000.

3.5 Within the service areas, there are budget headings which are considered significant to the overall financial position of the Authority. An example of this would be salaries, which account for 56% of total expenditure, or significant income streams such as planning fees or parking. These key financial indicators are summarised in Appendices 3 and 4.

3.6 The position will be closely monitored and reported throughout the year and considered as part of the Medium Term Financial Strategy.

4 CAPITAL PROGRAMME

4.1 The current Capital Programme for 2016/17 agreed by Council on 9 February 2016, including those items agreed to be rolled forward from the 2015/16 programme, is £926,800.

4.2 The forecasted outturn on the Council's Capital Programme as at quarter 3 is for the £828,640 to be delivered. The table at appendix 3 summarises the expenditure by each service, with the remaining balances to be carried forward into 2017/18, subject to approval at year end.

4.3 In overall financial terms, 73% of the planned expenditure has been completed.

4.4 The overall forecasted outturn can be contained within the funds earmarked for the 2016/17 Capital Programme and is largely funded by grants, capital receipts from proceeds of a VAT Shelter arrangement and the sale of council housing under a sharing arrangement with Rochford Housing Association.

5 RISK IMPLICATIONS

- 5.1 Various projects within the Council's revenue budget and Capital Programme are supported by time-limited grants. Where there are delays to the implementation of these projects, there is the risk that the associated grants will be lost. If this occurs, either the projects will be aborted, or a decision to divert resources from other Council priorities will be required.
- 5.2 Current economic conditions still have the potential to adversely affect some of the major income streams, such as, Building Control and Development Control income. Decrease in activity may lead to reductions in income. In addition, delays in completing the items on the Capital Programme could prevent the Council from achieving its strategic objectives and lead to adverse publicity.
- 5.3 Regular monitoring of those budgets with the higher risk considerations will assist in providing early warnings to enable mitigation plans to be developed.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.



LT Lead Officer Signature: _____

Section 151 Officer

Background Papers:-

None.

For further information please contact Rob Manning (Section 151 Officer) or Matthew Petley (Principal Finance Officer) on:-

Phone: 01702 546366 Extn 3517
Email: rob.manning@rochford.gov.uk

01702 546366 Extn 3102
matthew.petley@rochford.gov.uk

If you would like this report in large print, Braille or another language please contact 01702 318111.

FINANCIAL MANAGEMENT REPORT
FORECAST YEAR-END POSITION FOR 2016/17 AS AT END OF DECEMBER 2016

PORTFOLIO HOLDER: LEADER, CLLR T G CUTMORE

Service Area	Lead Officer	2016/17 Latest budget £	End of Year Forecast £	Variance (surplus) / Deficit £	Comment
Managing Director	S Scrutton	171,100	137,400	(33,700)	This Service Area includes costs for both the outgoing Chief Executive and the newly appointed Managing Director.
Corporate Management	S Scrutton	191,100	182,200	(8,300)	
Executive Director	S Scrutton	103,700	123,500	19,800	
Assistant Directors	S Scrutton	626,650	642,300	15,650	This service area includes £40,000 redundancy payment not budgeted for.
Leadership Support Team	N Khan	143,100	143,300	200	
Registration of Electors	A Law	86,623	85,800	(43,623)	Grant income has been received for individual electoral registration work. This was unknown at budget setting.
Conducting Elections	A Law	140,200	97,400		
	TOTAL	1,462,473	1,412,500	(49,973)	

PORTFOLIO HOLDER: FINANCE, CLLR S P SMITH

Service Area	Lead Officer	2016/17 Latest budget £	End of Year Forecast £	Variance (surplus) / Deficit £	Comment
Financial Services	Robert Manning	338,658	305,000	(33,658)	Employee Costs are forecast to be lower due to two senior vacant posts.
Risk & Performance Management	Robert Manning	68,500	68,100	(400)	
Procurement	M Harwood – White	42,800	42,600	(200)	
Audit	J Bostock	107,500	111,600	4,100	
Other Operating Income & Expenditure	Robert Manning	(21,200)	(36,200)	(15,000)	Additional income reflects write back of unrequired sundry creditors following the closure of the 2015/16 financial year.
Projects	Robert Manning	22,500	22,500	0	
Non Distributed Costs	Robert Manning	813,300	813,000	0	
	TOTAL	1,372,058	1,326,900	(45,158)	

Finance Performance Indicator Progress

Invoices paid within 30 days has recovered its slightly under target performance and 100% of invoices were paid in time in December, of those that relate to local providers, over 96% were paid within 10 days. Payment to local suppliers has remained above target since May 2016.

PORTFOLIO HOLDER: ENTERPRISE, CLLR G J IOANNOU

Service Area	Lead Officer	2016/17 Latest budget £	End of Year Forecast £	Variance (surplus) / Deficit £	Comment
Estate Management Services	M Harwood – White	72,100	88,100	16,000	Budgeted income from the rental of Great Wakering will not materialise in this financial year.
Off St Parking	M Hotten	(1,016,300)	(1,127,500)	(111,200)	Revenue from Pay & Display charges is forecast to exceed budget by £65,000. The revenue generated from sale of car park season tickets is forecast to exceed budget by £40,000
Office Accommodation Rochford	M Harwood – White	200,400	171,100	(29,300)	Savings are forecast on non essential repairs and maintenance budgets.
Office Accommodation Rayleigh	M Harwood - White	87,400	67,000	(20,400)	
Computer Services	S Scrutton	1,007,694	1,000,400	(7,294)	Forecast savings due to reduced contract, licence and support costs.
Communications	N Khan	78,600	73,700	(4,900)	
Economic Development	M Thomas	79,100	61,800	(17,300)	
	TOTAL	508,994	334,600	(174,394)	

PORTFOLIO HOLDER: PLANNING, CLLR I H WARD

Service Area	Lead Officer	2016/17 Latest budget £	End of Year Forecast £	Variance (surplus) / Deficit £	Comment
Building Control Client Account	M Thomas	187,650	206,800	19,150	Forecast o/spend due to agreed salary growth to be funded from elsewhere in the service
Building Control Fee Account	M Thomas	(246,200)	(285,000)	(38,800)	Income from fees and charges expected to exceed latest budget.
Planning Policy	M Thomas	266,800	198,200	(68,600)	Work on the local plan is now expected to spill into 2017/18. Any saving against budget will be transferred to reserve at the end of the year to enable this work to continue into the new year.
Development Management	M Thomas	56,550	93,500	36,950	Income from pre-application planning advice is not expected to match original budget.
	TOTAL	264,800	213,500	(51,300)	

Planning Performance Indicator Progress

Planning Enforcement cases under investigation have continued to perform above their target and the next stage is to focus on the older, outstanding cases as part of a larger caseload review. Whilst there is a focus on these older cases the team is unlikely to meet its target for closure of cases.

Over 80% of Major Planning applications are meeting the Government Target of 13 weeks and a new programme of additional monitoring and review is due to be implemented from Quarter Four. Planning Appeals remains better than target.

Over 87% of initial Planning Enforcement visits are now conducted within their target time.

The performance of the Non Major Planning applications has gone below the RDC target of 80% with Decembers result at 66%. There have been 83 more cases to date than at the same time last year. A new programme of additional monitoring and review is due to be implemented from Quarter Four. Planning Appeals remains better than target.

PORTFOLIO HOLDER: ENVIRONMENT, CLLR D J SPERRING

Service Area	Lead Officer	2016/17 Latest budget £	Variance (surplus) / Deficit £	Comment
Parks & Open Spaces	M Hotten	737,050	(42,050)	Forecast savings against employee costs.
Public Conveniences	M Hotten	91,300	(5,000)	
Street Cleansing	M Hotten	715,600	(48,900)	Forecast savings largely due to reduced contract costs.
Recycling Collection	M Hotten	2,181,200	(53,900)	
Recycling Disposal	M Hotten	(624,900)	5,700	
Depot	M Hotten	32,200	(2,100)	
Highways/ Roads Routine	M Hotten	4,800	0	
Coast Protection	M Hotten	2,100	0	
Emergency Planning	Matt Harwood White	46,600	(4,400)	
Cemeteries & Churchyards	M Hotten	(153,300)	20,900	Income generated from grave purchases is not expected to meet latest budget.
	TOTAL	3,032,650	(132,750)	

Environmental Services Performance Indicator Progress

For the first time since February 2016, Rochford's recycling rate has dropped lower than 60%. Performance has been impacted by the following: compostable tonnage is down due to seasonal variation and the dry autumn. Recycling tonnage is low due to reduced packaging showing an overall downward trend in material weight and recycling collections fell on two weeks during November. Residual tonnage has shown an increase for November.

Contrary to national trends, the amount of residual waste that goes to landfill per household remains under the RDC target limit of 35kg, at 30kg.

The percentage of Missed Bins vs. Total Collected continues to perform better than target. To date, this represents 151 missed bins out of a total 3,349,200 collected.

PORTFOLIO HOLDER: GOVERNANCE, CLLR MRS C E ROE

Service Area	Lead Officer	2016/17 Latest budget £	End of Year Forecast £	Variance (surplus) / Deficit) £	Comment
Legal Services	A Law	183,380	153,600	(29,780)	Savings expected against employee costs.
Hackney Carriage	A Law	(95,800)	(80,900)	14,900	Income from Hackney Carriage licenses is forecast to be slightly lower than budgeted for.
Licensing	A Law	39,100	24,200	(14,900)	
Local Land Charges	A Law	(194,000)	(152,600)	41,400	Income from Local land charges is unlikely to meet original budget.
Council Tax	D Tribe	(400)	(4,200)	(3,800)	
Housing Benefit Administration	D Tribe	147,175	62,900	(84,275)	Income received to assist in the cost of Housing Benefit Welfare reforms that was not originally budgeted for.
Business Rates	D Tribe	(169,400)	(184,400)	(15,000)	
Housing Benefits Payments	D Tribe	(197,300)	(197,300)	0	
Member & Committee Services	J Bostock	420,200	413,200	(7,000)	
Overview	J Bostock	41,800	41,700	(100)	
Information	A Law	21,500	21,600	100	

Health & Safety	M Harwood White	33,000	28,700	(4,300)	Forecast saving due to vacant post for 3 months
Support Services	D Tribe	250,500	222,100	(28,400)	
Customer Services	D Tribe	257,600	244,600	(13,000)	
Human Resources	S Scrutton	131,000	140,300	9,300	
Reception	D Tribe	128,700	124,700	(4,000)	
Civics	J Bostock	45,100	47,000	1,900	
	TOTAL	1,042,155	905,200	(136,955)	

Governance performance Indicator Progress

The percentage of Council Tax collected is currently 2.6% above its predicted target collection rate of 78.9% for the year to date position, this equates to £917,374 collected ahead of expectation.

The Council Tax base continues to remain steady at just below 31,000 Band D equivalents.

The Business Rates Collection is currently 0.5% up compared to the same time last year, however, it is still under the ambitious target. A large number of new properties are due to be added to the list, increasing the collectible debit. Every effort will be made to recover as much of the collectible debit as possible by year end. We are still on target to collect £100,000 more than last financial year, identified as part of the Medium Term Financial Strategy.

The average time taken to action New Benefit Claim is currently 6 days over target. The action plan for recovery includes the employment of a temporary member of staff to provide maternity cover and overtime being made available to staff.

The average time taken to action Change of Circumstance Benefit Claims is currently 9 days over target. The action plan for recovery includes the employment of a temporary member of staff to provide maternity cover and overtime being made available to staff.

Benefits overpayments is currently underperforming against target by 5%. The amount of overpaid benefit identified has increased. Recovery is made when possible from ongoing benefit awards, but the rates at which this can be done are set by the DWP. The DWP have also introduced a new automated system for transferring money they have collected, and there have been some initial problems with this system.

Sickness levels across the entire Council remain low however the higher than usual long term sickness in December has impacted on the result.

PORTFOLIO HOLDER: COMMUNITY, CLLR MRS J R LUMLEY

Service Area	Lead Officer	201617 Latest budget £	End of Year Forecast £	Variance (surplus) / Deficit) £	Comment
Culture & Heritage – Windmill	M Harwood – White	(6,800)	(14,000)	(7,200)	Income from weddings higher than budgeted
Leisure Premises	M Harwood – White	277,750	278,600	850	
Sports Development & Promotion	M Harwood – White	(8,900)	(4,000)	4,900	
Leisure Client Account	M Harwood – White	(3,600)	(300)	3,300	
Housing Strategy	L Moss	12,800	12,600	(200)	
Private Sector Housing Renewal	L Moss	66,700	64,600	(2,100)	
Homelessness	L Moss	364,000	536,550	(172,550)	Expenditure on housing homeless in temporary B&B accommodation is expected to exceed budget due to excessive demand.
Environmental Health	L Moss	264,832	264,000	(832)	
Public Health	M Hotten	24,100	24,700	600	

Service Area	Lead Officer	2016/17 Latest budget £	End of Year Forecast £	Variance (surplus) / Deficit) £	Comment
Corporate Policy & Partnership	L Moss	159,100	156,400	(2,700)	
Community Safety	L Moss	33,100	24,800	(8,300)	
Safeguarding	L Moss	16,700	19,400	2,700	
	TOTAL	1,199,782	1,363,350	163,568	

Community Performance Indicator Progress

The current time taken on the delivery of the DFG journey is above target by 9 weeks. Historically, DFG cases have taken a long time to complete. Over the last year, the Council have challenged the DFG service provider to further streamline processes and some of the most recently commenced cases met the new target of completing within 20 weeks, indicating an improving 'direction of travel'. It should be noted that as older cases complete (i.e. those started under the old processes), the overall average speed of completion will increase.

The 34 Households in emergency accommodation in December was just above the 2016/2017 average of 32. There remain high dependencies on limited supply and affordability of local stock. The Housing Options Team are working on long term solutions with registered providers and local developers.

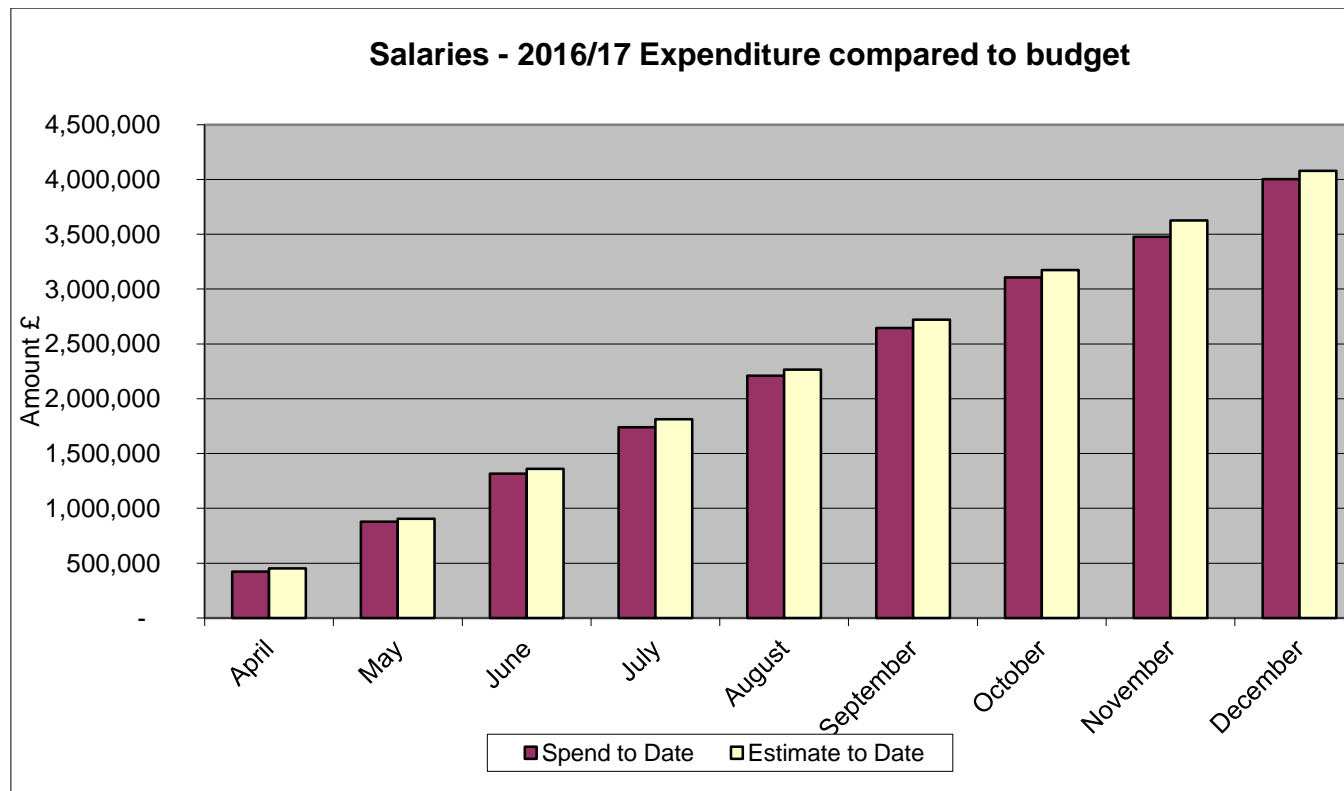
QUARTER 3 CAPITAL MONITORING REPORT 2016/17

	Portfolio	Latest Budget 2016/17	Actual 2016/17	End of Year Forecast	Comments
Information & Communications					
Financial Management System	Enterprise	9,000	6,600	9,000	To add new licenses to the financial management system
Vehicles and Equipment					
Wheelie Bins	Environment	65,000	63,109	65,000	RDC is responsible for providing replacement bins to residents.
Operational Assets					
St Andrews Churchyard	Environment	4,800	4,771	4,771	To rectify broken section of boundary wall at St, Andrews Churchyard, Rochford.
Cemeteries	Environment	29,400	10,094	29,400	This relates to the ongoing cultivation and seeding in the cemetery.
Depot	Environment	324,000	303,090	324,000	Finalisation of Depot re-builds
Pavilion Refurbishments	Environment	30,000	-	-	Budget covers:- £20K St John Fisher and Ashingdon Pavilion. £10K Clements Hall Pavilion car park re-surface.

Car Parks					
Resurfacing Rolling Programme		41,350	-	-	Rolling 2 Year Programme Currently no works identified in this financial year.
Town & Village improvements					
Community Funding	Community	15,000	5,531	15,000	Indicative Capital Element of Small Grants to Voluntary services.
Parks & Play Facilities					
Play Spaces	Environment	45,000	29,814	45,000	Provision for replacement of play equipment. £20K match funding for Canewdon BMX facility
Parks and Open Spaces Programme	Environment	21,600	11,995	21,600	£10K for access improvements at Millview Meadows. £1,600 for resurfacing at Canewdon Rec Ground General Works provision
Rawreth Recreation Field	Environment	2,000	-	-	Resurface car park with permeable asphalt material and markings
Office Accommodation - Rochford					
Rochford Offices	Enterprise	23,000	-	-	Renewal of canopy between arch and reception Planned usage intensification and reconfiguration.
Office Accommodation - Rayleigh					
Civic Suite	Enterprise	10,000	14,869	14,869	Rayleigh civic suite office reception reconfiguration

Housing (Internally funded)					
Home maintenance and Adaptation Grants	Community	50,000	2,274	50,000	Private Sector Renewal Grants
Externally Funded Projects					
Disabled Facilities Grants	Community	250,000	225,276	250,000	DFG - earmarked funding will reflect actual grant allocation
<u>Total Capital Programme</u>		926,800	677,423	828,640	
<u>Statement of Capital Financing</u>					
Revenue Contribution to Capital		150,000		150,000	
Capital Receipts Reserve		526,800		426,640	
Housing Grant DFG - From ECC via Better Care Fund		250,000		250,000	
Total Financing		926,800		828,640	

FINANCIAL MANAGEMENT REPORT
KEY FINANCIAL INDICATORS AS AT END OF QUARTER 2

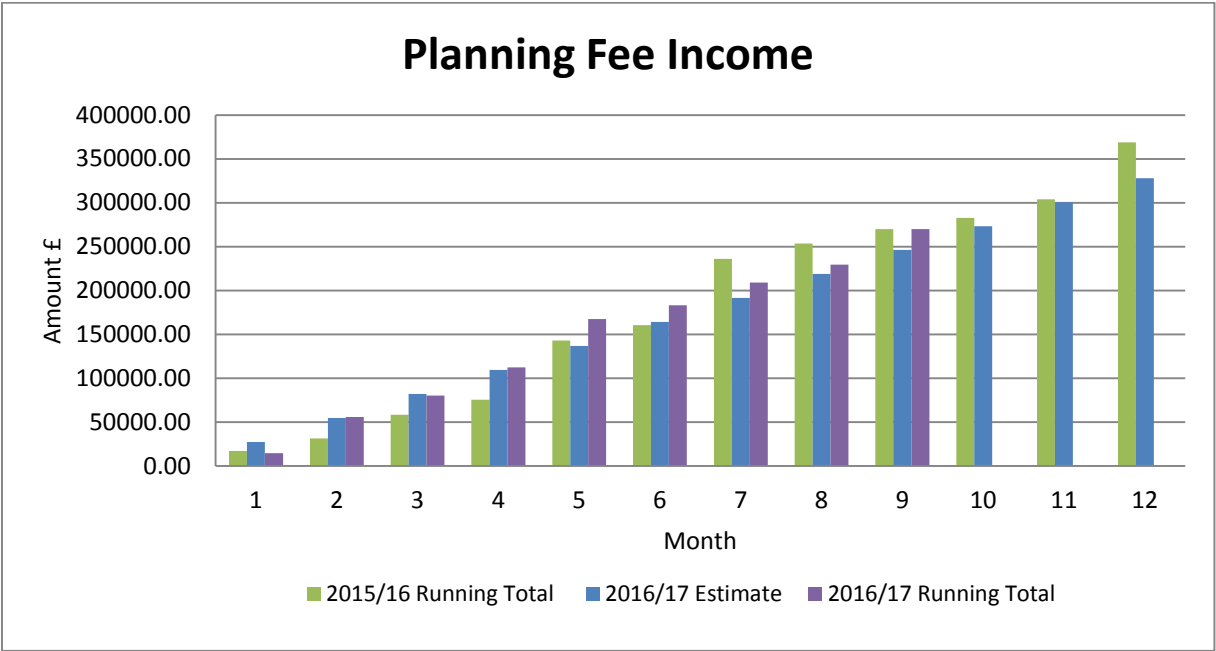
Salaries**Commentary**

The original budget for salaries was set at £5.65m. At the end of Q2 2016/17, a contribution of £230k was transferred to reserves representing the forecast favourable outturn position for the full year.

The latest forecast for the year is that total expenditure will be circa £5.4m.

Expenditure on salaries is managed corporately to both reduce employment costs and improve services through better job design.

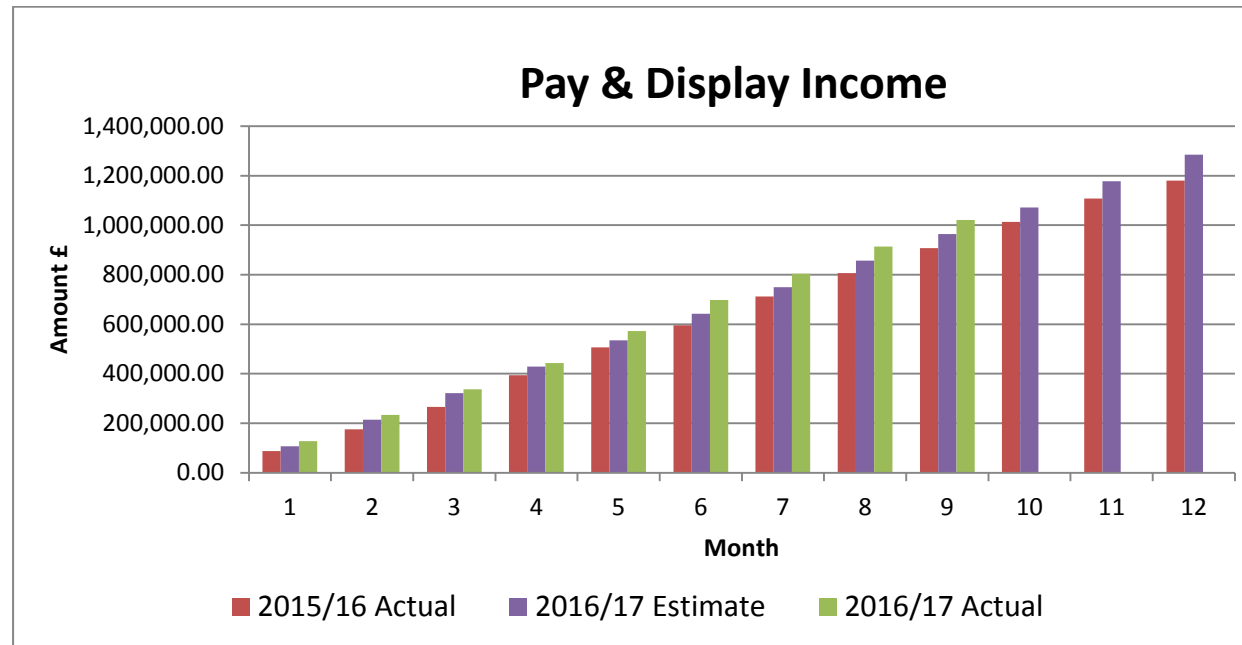
Planning Fees



Commentary

The original budget for planning fee income was £328,100. This was based on officer assumptions on Planning Applications for 2016/17.

At this stage, the year to date position is favourable against budget by £23,813. Based on current application rates, original budget is expected to be met.

Parking Fees**Commentary**

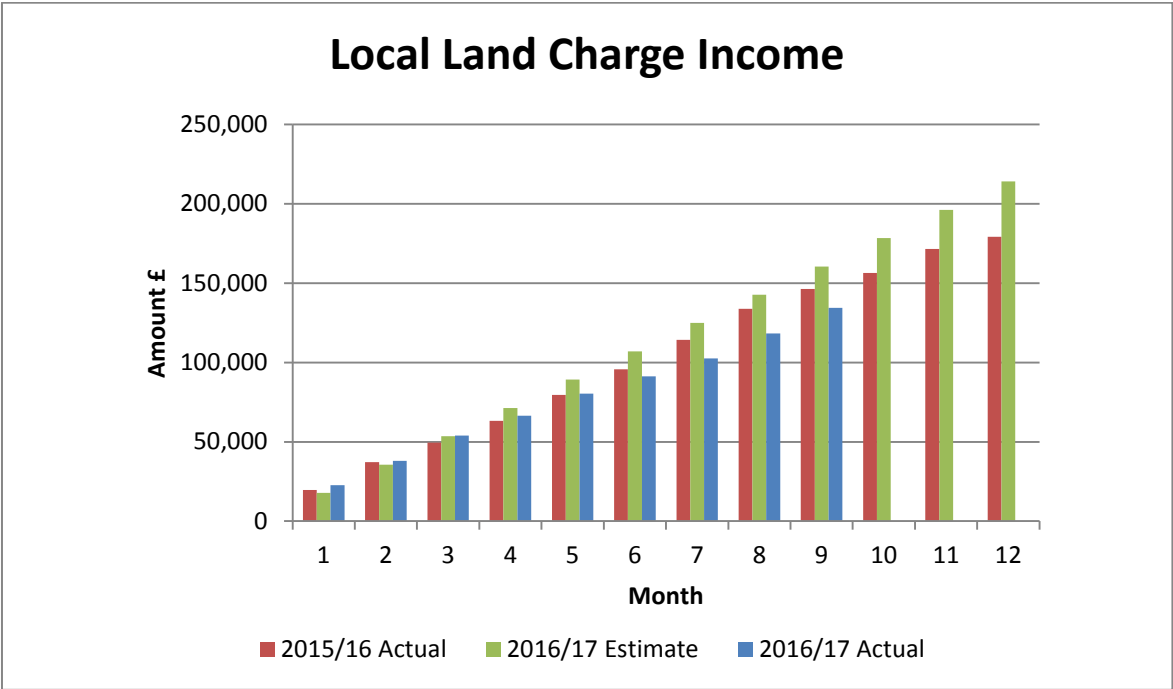
The original budget for 2016/17 is £1,285,000.

This budget took into account a concept of increasing revenue from the sale of Pay and Display tickets by £120,000.

Income is up £114,614 compared to last year. At £1,021,437 it is up against the year to date target of £963,750.

At this stage, income is expected to exceed original budget for the year by circa £65,000

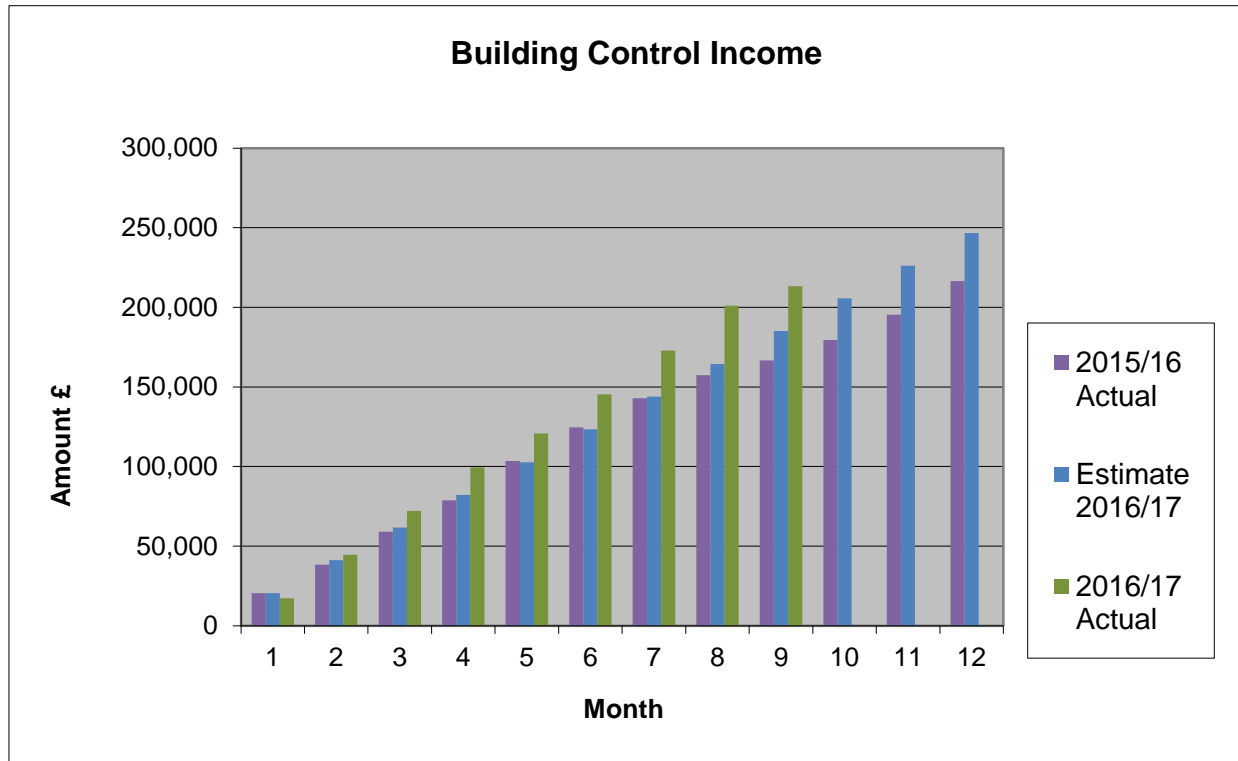
Local Land Charges



Commentary

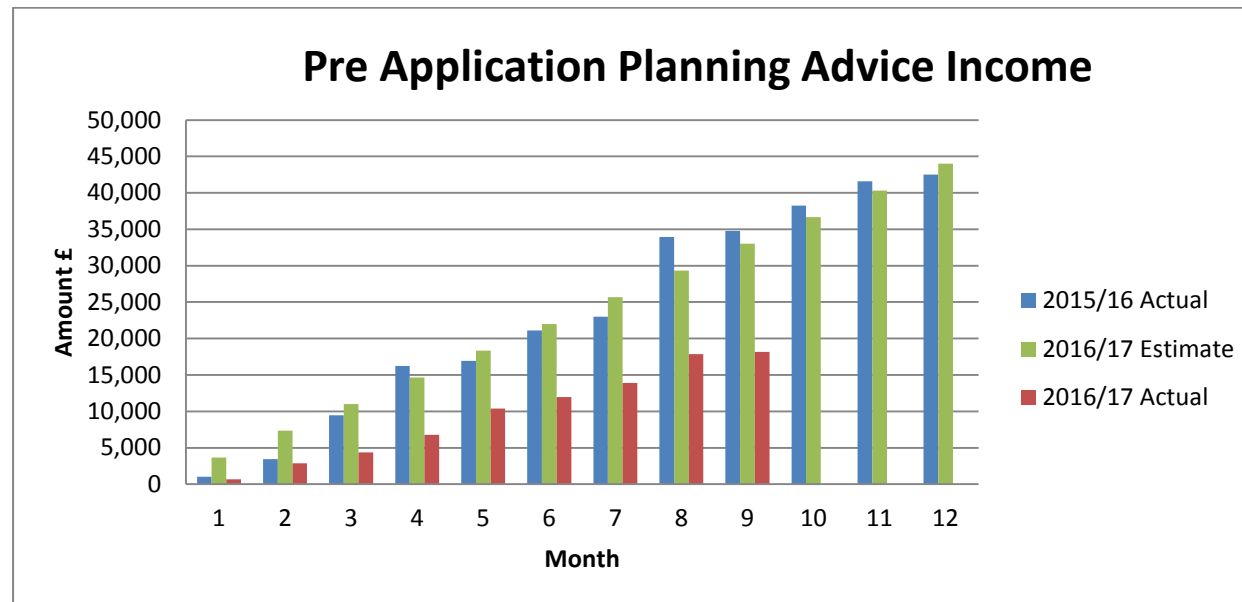
The original budget for 2016/17 is £214,000. Income to date is £91,202 against a year to date target of £107,000.

Based on income to date, total Income for the year is forecast to be under original budget by circa £40,000

Building Control Income**Commentary**

The original budget for 2016/17 is £246,700. Income to date is £213,306 against a year to date target of £185,025, this compares to £166,579 for the same period last year.

The forecast outturn is expected to be circa £38,000 favourable compared to budget.

Pre Planning Application Advice**Commentary**

The original budget for 2016/17 was set at £44,000. This was based on officer assumptions on the take up of this service.

Current indications are that Income for the whole year will be below original budget by circa £25,000.

Car Park	Financial Year	Income received Q1 £	Income Received Q2 £	Income Received Q3 £	Income Received Q4 £
Webster's Way	2015/16	113,335	146,554	132,373	118,527
	2016/17	144,269	156,614	135,891	
Castle Road	2015/16	32,740	44,770	44,203	37,918
	2016/17	52,010	53,536	50,789	
Back Lane	2015/16	31,878	38,111	37,119	32,128
	2016/17	38,402	39,643	35,888	
Market Car Park	2015/16	16,844	22,296	20,844	19,248
	2016/17	22,773	25,349	23,067	
Bellingham Lane	2015/16	34,721	43,336	40,408	36,172
	2016/17	42,390	44,409	39,406	
Southend Road	2015/16	12,413	14,857	13,885	11,370
	2016/17	14,972	16,597	15,896	
The Approach	2015/16	12,227	8,062	8,719	8,363
	2016/17	10,159	10,041	10,253	
Hockley Woods	2015/16	4,763	6,101	5,111	4,079
	2016/17	5,619	7,445	6,359	
Freight House	2015/16	4,303	3,513	4,632	3,813
	2016/17	4,402	3,787	4,378	
Old Ship Lane	2015/16	1,962	2,408	2,305	1,768
	2016/17	2,378	2,588	2,109	
Total	2015/16	265,254	330,008	310,797	273,386
	2016/17	337,374	360,009	324,036	

Business Plan Progress up to December 2016

Key achievements

The Asset Register has been reviewed with sites identified and categorised. Site appraisals have outlined development potential. The project is progressing well.

The HMS Beagle project team is working with partners including Museum of London Archaeology and Southampton University. The project has combined with both the RSPB Wallesea Island and Coastal Communities project to form a Coastal 2020 project.

Rochford set up the first 2 LATCO's in September 2016. The first, Green Gateway Trading, as a Holding company and the second, Green Gateway Trading (Grounds Maintenance), to deliver the Grounds Maintenance contract for the Council which started in December 2016.

The Culture and Transformation project commenced in July 2016 and quickly formed 6 sub groups to cover 1) Communications, Staff Engagement, Stories and Symbols 2) Job Descriptions and Working Practices 3) Appraisals 4) Rewards, Recognition, Motivation and Wellbeing 5) Training and Staff support and 6) Good Management and Leadership. Work has progressed on a replacement appraisals system for staff, a review of communication and a replacement staff training system.

New Housing Options structure in place, reprioritising the service to focus on homeless prevention. New Job Roles and recruitment complete. New performance measures and prevention monitoring in place. Partnership working increasing including work with local developers.

The Dementia Action Alliance project has been working with Rochford Parish Council, the Alzheimer's Society, Rochford Housing Association and Hamelin Trust. A soft launch is planned for January 2017 with a full launch planned in National Dementia week in May 2017.

Areas to Note

As with all Business Plans, some projects are experiencing delivery issues and will continue to be monitored via the Monthly Performance Report to Members: ICT Systems Migration, Coastal Community Project: Coastal 2020, Homelessness Action Plan - Access to Services and the Homelessness Action Plan - Process and Decision Making.

Completed Activity

Five Project Action Plans completed between April to December 2016. For a number of projects, on going related activity continues:

Asset Register Review, Wallasea Island, Homelessness Action Plan - CAB Partnership, Crematorium and Maximise Assets - Project Wyvern Phase 1.