

Public Document Pack

Southend-on-Sea Borough Council

Legal & Democratic Services

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16 February 2022

CABINET - TUESDAY, 22ND FEBRUARY, 2022 SUPPLEMENTARY REPORTS PACK

Please find enclosed, for consideration at the next meeting of the Cabinet taking place on Tuesday, 22nd February, 2022, the following report(s) that were unavailable when the agenda was printed.

Agenda Item No

5. **20 mph Neighbourhoods - Reference Back from Place Scrutiny Committee held Monday, 7 February 2022 (Pages 1 - 2)**

Report of Executive Director (Neighbourhoods and Environment) attached

10. **Doq Control PSPO Variation (Pages 3 - 16)**

Report of Executive Director (Adults and Communities) attached

11. **PSPO Consultation (Pages 17 - 28)**

Report of Executive Director (Adults and Communities) attached

13. **Social Value Policy (Pages 29 - 62)**

Report of Interim Executive Director (Transformation) attached

14. **Adult Social Care Strategies (Living Well, Aging Well, Caring Well) (Pages 63 - 132)**

Report of Executive Director (Adults and Communities) attached

15. **Innovation Resilience Fund - Outline Business Case (Pages 133 - 196)**

Report of Executive Director (Neighbourhoods and Environment) attached

Robert Harris
Principal Democratic Services Officer

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Southend-on-Sea Borough Council
Report of Executive Director for Neighbourhoods and Environment
To
Cabinet
On
22 February 2022

**Agenda
Item No.**
5

Report prepared by: Neil Hoskins

20 mph Neighbourhoods

Place Scrutiny Committee
Cabinet Member: Councillor Woodley
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To seek Member approval to bring further reports on the two 20 mph Neighbourhoods area (Leigh/West Leigh & Thorpe Wards)

2. Recommendations

Cabinet agrees that:

- 2.1 the proposal is disaggregated and separate reports are produced for each area.**
- 2.1.1 The Leigh & West Leigh to be presented for approval to construct**
 - 2.1.2 The Thorpe proposal to be presented for approval to consult**
- 2.2 delegated authority be given to the Executive Director for Neighbourhoods and Environment, in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment to agree the advertisement of any necessary traffic regulation orders.**

3. Background

- 3.1 At the Place Scrutiny meeting on the 7 February 2022 to committee resolved that the matter be referred back to Cabinet for reconsideration with the following recommendations:

3.1.1 That the proposals for the 20mph Neighbourhood in the area within West Leigh and Leigh Wards be progressed as proposed (experimental traffic order).

3.1.2 That the proposals for the 20mph Neighbourhood in the areas within Thorpe Ward be subject to full consultation with residents before considering whether the scheme should progress in these areas.

3.2 Following subsequent conversations with Portfolio Holder and Shadow Portfolio Holder for Transport & Inward Investment the Leigh & West Leigh scheme will be re-designed to reduce the physical measures within the area and utilise additional innovative non-physical measures to maintain the impact of the scheme.

5. Budget

5.1 The estimated cost for the amended design (Leigh/West Leigh) will be calculated and members advised, but it is currently likely to be less than the current scheme estimate.

6. Reasons for Recommendations

6.1 The recommendations in this report are to support the Council's 2050 Shared 'Safe and Well' Ambition, to ensure "people in Southend on Sea feel safe in all aspects of their lives".

7. Corporate Implications

7.1 Contribution to Council's Vision & Corporate Priorities

7.1.1 Safe & Well - This scheme contributes to the Council's visions, particularly in terms of moving towards a safer borough by reducing vehicle speeds and improving safety for pedestrians and school children ensuring residents feel safe and secure in their neighbourhoods.

7.1.2 Active & Involved – By improving safety, the ambition of the scheme is to encourage our residents to use active and sustainable transport options, by prioritising non-motorised vehicle travel ahead of private car use.

7.2 Property Implications

7.2.1 There are no property implications.

7.3 Environmental Impact

7.3.1 There is no adverse environmental impact

Southend-on-Sea Borough Council

Report of Executive Director Adult and Communities

To

Cabinet

On

22 February 2022

Report prepared by: Scott Dolling, Director of Culture and
Tourism

Agenda
Item No.

10

Variation to Dog Control PSPO

Relevant Scrutiny Committee (Place)

Cabinet Members: Councillor Martin Terry, Councillor Carole Mulrone
Part 1

1. Purpose of Report

- 1.1. To approve the commencement of a statutory consultation relating to dog controls in respect of proposed designation of dog friendly areas between 1 May and 30 September 2022.

2. Recommendations

- 2.1 That Members agree to a consultation to vary the dog control Public Spaces Protection Order (PSPO) and trial dog friendly beaches during the 2022 bathing season.
- 2.3 A further report of next steps will be made once the consultation process has been completed. At that stage, Members may be asked to vary the PSPO statutory criteria to designate dog friendly areas. No decision or recommendation is made on that at this stage.

3. Background

3.1 Dog controls

- 3.1.1 Orders providing dog controls have been in place across all Southend Beaches since 2009. The current controls include prohibition against dogs on all the foreshore during the bathing season (1 May – 30 September). The main reasons behind these controls are to support safe and clean beaches as part of seaside award conditions and to safeguard other beach users.
- 3.1.2 The Anti-Social Behaviour, Crime and Policing Act 2014 replaced the dog control orders with PSPO's which run for a maximum of three years. At the end of the three years either, the order expires and the restrictions cease, or the Order must go back through the consultation and be reconsidered against a statutory test to be extended for up to a further three years. During the last 12 months

considerable support for introducing dog friendly areas has been publicised including high profile public campaigns.

- 3.1.3 The current Order came into place on the 1 May 2021. Prior to this, a consultation was undertaken in November 2020 requesting public input on the necessity of an Order, the proposed restrictions and the areas they affected. As part of this consultation, the participants were asked if they were in agreement with the proposal of a dog friendly beach. The results showed support for allowing dogs on beaches with 58% suggesting there should be a dedicated area.
- 3.1.4 It is proposed to consult on promoting two areas, one in the east and one in the west to focus dog friendly beaches.
- 3.1.5 The consultation will propose that Two Tree Island in the west of the Borough and a section of East Beach will also be marked and promoted as dog friendly.
- 3.1.6 The area of East Beach will be separated from the Blue Flag award section as it would otherwise compromise this award.
- 3.1.7 Foreshore staff will monitor and report back on the positive and negative impacts.
- 3.1.8 The land at East Beach has been the subject of consultation with Ward Councillors who confirmed their agreement to a trial.
- 3.1.9 There are obvious environmental issues attaching to any decision to designate a dog friendly area and hence proposals will include the provision of dog waste bins and their emptying as part of the normal collection regime and appropriate signage will also be installed.
- 3.1.10 The Council is required under the Act to carry out consultation and necessary publicity and notification before making a PSPO.
- 3.1.11 As a minimum, the Council must consult with the Chief Officer of Police, the Police Fire and Crime Commissioner, appropriate community representatives, and the owners or occupiers of land in the area to be designated (where reasonably practicable).
- 3.1.12 The proposed wording of the Order and the proposed Restricted Area as part of the consultation and this information is set out in Appendix 2.
- 3.1.13 During the consultation process the Council will seek comments on:
- Whether a PSPO is appropriate, proportionate or needed at all;
 - The proposed restrictions; and
 - The proposed area to be designated as the Restricted Area.
- 3.1.14 Consultation would be over a 4-week period, with the following stakeholders:
- Chief Officer of Police for Southend
 - The Police Fire and Crime Commissioner
 - Town Centre/Seafront Businesses
 - Ward Councillors
 - The Voluntary Sector
 - Community representatives

- Local residents/those working nearby/Visitors (via a survey).

3.1.15 Findings from the consultation will be brought back to Cabinet for it to decide whether to proceed with the PSPO and, if so, the area to be designated and the restrictions which would apply. At that point, the Cabinet would have to consider all material considerations including proportionality i.e. are the proposed restrictions proportionate to the harm/nuisance that is being caused?

3.1.16 The timeline is as follows 5th May;- 2nd June (Consultation runs), 14th June (Cabinet); 7th July (Scrutiny).

4. Other Options

4.1 The existing arrangements could be retained. However this is not recommended due to the recognised support for introducing a dog friendly area.

5. Reasons for Recommendations

5.1 The establishment of dog friendly beaches, if supported by specific consultation in a trial, will allow the Council to consider long term options.

6. Corporate Implications

6.1 Managing our Foreshore is a key element for Safe and Well and Pride and Joy.

6.1.1 **Pride and Joy** – 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.

6.1.2 **Safe and Well** - People in all parts of the Borough feel safe and secure at all times.

6.2 Financial Implications

6.2.1 Dog waste bins will need to be added at a section of East Beach, these are minimal one-off cost. Collection will be included in existing contract.

6.3 Legal Implications

6.3.1 PSPO process requires a specific consultation on the dog friendly beaches.

6.4 People Implications

6.4.1 There are no People Implications associated with this report.

6.5 Property Implications

6.5.1 There are no Property Implications associated with this report.

6.6 Consultation

6.6.1 Whilst a consultation took place in 2020, a further specific one is required to enable the change to dog controls on beaches and allow a dog friendly beach

6.7 Equalities and Diversity Implications

6.7.1 There are no Equalities and Diversity Implications associated with this report.

6.8 Risk Assessment

6.8.1 There are no Risk Assessments associated with this report

6.9 Value for Money

6.9.1 There are no Value for Money implications associated with this report.

6.10 Community Safety Implications

6.10.1 There are no Community Safety Implications associated with this report.

6.11 Environmental Impact

6.11.1 Dog waste bins would be added for the trial beach area.

7. Background Papers

7.1 There are no background papers associated with this report.

8. Appendices

Appendix 1 - Draft Order

Appendix 2 - Map showing proposed trial beach area at East Beach.

ORDER

ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

SECTION 59

PUBLIC SPACES PROTECTION ORDER

This order is made by Southend-on-Sea Borough Council (the “Council”) and shall be known as the Southend-on-Sea Borough Council (Dog Control) Public Spaces Protection Order 2021 (“the Order”).

PRELIMINARY

- 1 The Council, in making the Order is satisfied on reasonable grounds that it is likely that the activities identified below will be carried out in public places within the Council’s area and that they will have a detrimental effect on the quality of life of those in the locality,

And that:

The likely effect of the activities
Is likely to be of a persistent or continuing nature,
Is likely to be such as to make the activities unreasonable, and
Justifies the restrictions imposed by the notice.

- 2 The Council is satisfied that the prohibitions imposed by this order are reasonable to impose in order to prevent the detrimental effect of these activities from continuing, occurring or recurring, or to reduce the detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.
- 3 The Council has had regard to the rights and freedoms set out in the European Convention on Human Rights, The Council has had particular regard to the rights and freedoms set out in Article 10 (right of freedom of expression) and Article 11 (right of freedom of assembly) of the European Convention on Human Rights and has concluded that the restrictions on such rights and freedoms imposed by this order are lawful, necessary and proportionate.

BY THIS ORDER

- 4 The effect of the Order is to impose the following prohibitions and/or requirements in the restricted areas at all times save where specified exemptions apply or where the express permission of the Council, or if the land is not in the ownership of the Council permission from the other relevant landowner, has been given on the use of the Restricted Areas.
- 5 The prohibitions and/ or requirements are:

- a. If a dog defecates at any time within the Restricted Area described in Schedule 1 and a Person in charge of the dog at that time fails to remove the faeces from the land forthwith or dispose of the faeces from the Restricted Area forthwith, that person shall be guilty of an offence.
 - i. For the purposes of paragraph 5(a) placing the faeces in a receptacle in the Restricted Area which is provided for the purpose, or for the disposal of waste, shall be a sufficient removal from the land;
 - ii. being unaware of the defecation whether by reason of not being in the vicinity or otherwise, or not having a device for or other suitable means of removing the faeces shall not be an excuse for failing to remove the faeces.
- b. A Person in charge of a dog shall be guilty of an offence if at any time within the Restricted Area described in Schedule 1 they are in charge of more than the four dogs.
- c. A Person in charge of a dog shall be guilty of an offence if at any time within the Restricted Area described in Schedule 2 they do not keep the dog on a lead.
- d. A Person in charge of a dog shall be guilty of an offence, if at any time, in the Restricted Area described in Schedule 1, they do not comply with a direction given by an Authorised Officer to put and keep the dog on a lead.
 - i. An Authorised Officer may only give a direction under this paragraph 5(d) to put and keep a dog on the lead if such restraint is reasonably necessary to prevent a nuisance or behaviour by the dog likely to cause annoyance or disturbance to any other person or the worrying or disturbance of any animal or bird.
- e. A Person in charge of a dog shall be guilty of an offence, if, at any time they take a dog onto, or permit a dog to enter or remain on, the Restricted Area as defined in Schedule 3.

EXEMPTIONS

- 6 Nothing in paragraph 5 of this Order applies to:
- i. A disabled person (withing the meaning of the Equality Act 2010) whose disability restricts his/her ability to comply with the requirements or prohibitions set out in paragraph 5 and where the dog is their guide dog or assistance dog; or
 - ii. A person who is training an assistance dog in an official capacity
 - iii. A dog used by the police or other agencies permitted by the Council for official purposes.

FURTHER REQUIREMENTS

- 7 A person who is believed to have engaged in a breach of this order or anti-social behaviour within the Restricted Areas, is required to give their name and address to an Authorised Officer
- 8 A person who is believed to have engage in a breach of this order within the Restricted Area is required to leave the area if asked to do so by a police office, police community support officer or other person designated by the Council and not to return for a specified period not exceeding 48 hours.

OTHER

- 9 This order applies to a public place within Southend-on-Sea, defined in Schedules 1, 2 & 3 of this order and identified as the Restricted Area.
- 10 The effect of the Order is to impose the prohibitions and requirements detailed herein, at all times, save where specified exemptions apply or where the express permission of the Council, or if the land is not in the ownership or control of the Council the other relevant landowner, has been given on the use of the Restricted Areas.

DEFINITIONS

- 11 For the purpose of this Order the following definitions will apply:

‘Assistance dog’ means a dog that is trained to aid or assist a disabled person.

‘Authorised Officer’ means a constable, a police community support officer or a person authorised in writing by Southend-on-Sea Borough Council.

‘Person in charge’ means a person who habitually has the dog in their possession, care or company at the time the offence is committed, or if none, the owner or person who habitually has the dog in his possession.

‘Restricted Area’ has the meaning given by section 59(4) of the Anti-Social Behaviour Crime and Policing Act 2014 and for the purpose of this order as described in Schedules 1, 2 and 3 of this order.

PERIOD FOR WHICH THIS ORDER HAS EFFECT

- 12 This Order came into force at midnight on 1st May 2021 and will expire at midnight on 30th April 2024

WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER?

- 13 Section 67 of the Anti-Social Behaviour Crime and Policing Act 2014 says that it is a criminal offence for a person without reasonable excuse:
- a. To do anything that the person is prohibited from doing by a public spaces protection order; or
 - b. To fail to comply with a requirement to which the person is subject under a public spaces protection order.

14 A person guilty of an offence under section 67 is liable on conviction in a Magistrates Court to a fine not exceeding level 3 on the standard scale.

FIXED PENALTY

15 An Authorised Officer may issue a fixed penalty notice (“FPN”) to anyone they believe has committed an offence under section 67 of the Anti-Social Behaviour, Crime and Policing Act 2014. The offender will have 14 days to pay the fixed penalty of £100. If the fixed penalty is paid within 14 days the offender will not be prosecuted. A FPN may be appealed to the Council through the internal appeals processed described on the issued notice.

APPEALS

16 Any challenge to this Order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the Restricted Area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an Order is varied by the Council.

17 Interested persons can challenge the validity of this Order on two grounds:
a. The Council did not have power to make the order, or to include particular prohibitions or requirements; or
b. That one of the requirements of the legislation has not been complied with.

18 When an application is made the High Court can decide to suspend the operation of the order pending the Court’s decision, in part or in totality. The High Court has the ability to uphold the Order, quash it or vary it.

Dated.....

THE COMMON SEAL of SOUTHEND ON SEA)
BOROUGH COUNCIL was pursuant to a resolution)
of the Council hereunto affixed to this Deed in the)
presence of:-)

Proper Officer of the Council

SCHEDULE 1 - Restricted Area 1

1. Any land in the administrative area of Southend-on-Sea Borough Council open to the air and to which the public are entitled to have access (with or without payment).

SCHEDULE 2 - Restricted Area 2

1. Every length of road including adjacent pavements and verges within the administrative area of Southend-on-Sea Borough Council.
2. All allotments.
3. All promenades.
4. Green areas along the beaches (during 1st May to 30 September only)
5. The following formal gardens:
 - Chalkwell Park Formal Gardens
 - Southchurch Park Formal Gardens
 - Churchill Gardens
 - Leigh Library Gardens
 - Prittlewell Square
 - Southchurch Hall Gardens
 - The Shrubbery
 - Priory Park Foundation area walled garden and Centenary garden
6. The following bowling greens:
 - Belfairs Park Bowling Greens
 - Chalkwell Esplanade Bowling Greens
 - Cavendish Bowling Green
 - Eastwood Park Bowling Green
 - Priory Bowling greens
 - Southchurch Park Bowling Green
 - Shoebury Park Bowling Green
7. The following cemeteries:
 - Sutton Road Cemetery
 - North Road Burial Ground
 - Leigh Cemetery, London Road
 - Crematorium and memorial grounds
8. The following church yards:
 - St. Mary's Church
 - Holy Trinity Church
 - St. Clements Churchyard
 - St. John's Churchyard

9. All public Car Parks, excluding those within public parks

SCHEDULE 3 - Restricted Area 3

Exclusion Zones – All Year

1. **Children’s Play Areas** – All separate children’s play areas within public parks in the Borough of Southend-on-Sea and designated as such at any time during the period of this order, including beach play areas.

2. **Sports Areas**

- Belfairs Park Tennis Courts
- Bonchurch Park Tennis Courts
- Chalkwell Park Tennis courts
- Cavendish Park Tennis and Basketball Courts
- Priory Park Tennis Courts
- Southchurch Park Tennis Courts
- Shoebury Park Tennis Courts
- Warner’s Park – All-weather Pitch
- Milton Road Gardens Tennis Courts
- Cluny Square – 5 a side pitch

3. **Exclusion Zones – Part Year (1st May to 30th September)**

All beaches in the Borough of Southend-on-Sea extending out to the mean low water mark, not including Two Tree Island and East Beach as depicted coloured..... on the plan at appendix 1.

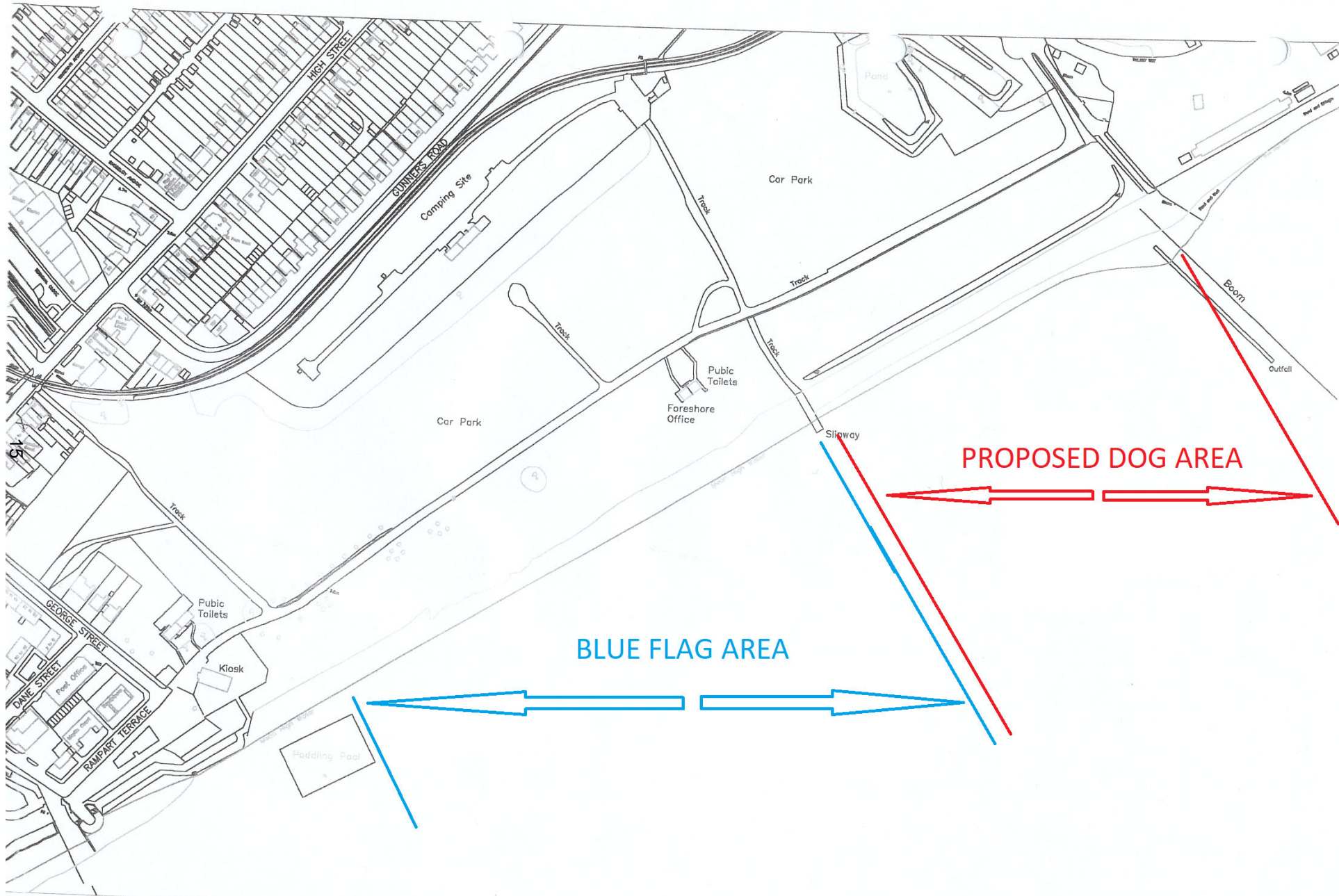
SCHEDULE 4 - LEGISLATION

Anti-Social Behaviour Crime and Policing Act 2014

Section 67

Offence of failing to comply with order

- (1) It is an offence for a person without reasonable excuse—
 - (a) to do anything that the person is prohibited from doing by a public spaces protection order, or
 - (b) to fail to comply with a requirement to which the person is subject under a public spaces protection order.
- (2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale.
- (3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order.



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Area 1 - East Beach

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Southend-on-Sea Borough Council

Report of
The Assistant Director Legal Services

To

Cabinet

On

22nd February 2022

Agenda
Item No.

11

Report prepared by: Giles Gilbert; Assistant Director Legal
Services
Toby Breckels; Trainee Solicitor

Title of Report

Southend Town Centre & Seafrost Public Spaces Protection Order (No 2)

Relevant Scrutiny Committee: Policy and Resources

Cabinet Member: Councillor Mulroney

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To invite Members to consider whether the Council should commence statutory consultation (the 'Consultation') on extending and varying the Public Spaces Protection Order (Southend Town Centre, Seafrost and Adjoining Areas) No 1 of 2019 ('the 2019 PSPO').
- 1.2 It should be noted that Members are not being asked to decide whether the 2019 PSPO should be extended or amended, but to approve the commencement of the Consultation. A further report of the next steps will be prepared once the Consultation has been completed. At that future stage, Members may be asked to extend and vary the 2019 PSPO (or potentially consider making a new PSPO) if the statutory criteria are met and it is thought to be a necessary and proportionate response to the issues that have been identified. No decision or recommendation is made or required on that in this report.

2. Recommendations

- 2.1 **That a Consultation be undertaken into the possibility of the Council extending and varying (and/or making a new) Public Spaces Protection**

Order (PSPO) under Sections 59, 60 & 61 of the Anti-social Behaviour, Crime and Policing Act 2014 in respect of the area and activities detailed in this report.

- 2.2 That the proposed Consultation process commences as soon as practically possible.**
- 2.3 That the Assistant Director for Legal Services in consultation with the Cabinet Member for Environment, Culture, Tourism & Planning is delegated to:**
 - 2.3.1 finalise the draft PSPO to form part of the Consultation;**
 - 2.3.2 settle the final form of the Consultation;**
 - 2.3.3 explore and report back to Cabinet following the Consultation any additional resource requirements to effectively enforce the PSPO.**

3. Background

- 3.1 Local Authorities have a key role to play in helping to make local areas safe places to live, work and visit. Tackling behaviour which has a detrimental impact on the quality of life of those in the locality is a key element of this role. These behaviours are sometimes called anti-social behaviour ('ASB'). It is to be noted that behaviour which has a detrimental impact can be broader than that which has traditionally been described as ASB.
- 3.2 The Anti-social Behaviour, Crime and Policing Act 2014 ('the 2014 Act') introduced several new tools and powers for use by councils and their partners to address ASB in their local areas. These tools, which replaced and streamlined a number of previous measures, were brought in as part of a Government commitment to put victims at the centre of approaches to tackling ASB, focussing on the impact ASB can have on both communities and individuals, particularly on the most vulnerable.
- 3.3 Local Authorities can use a Public Spaces Protection Order ('PSPO') to prohibit specified activities, and/or require certain things to be done by people engaged in particular activities, within a defined public area. PSPO's differ from other tools introduced under the 2014 Act as they are council-led, and rather than targeting specific individuals or properties, they focus on the identified problem behaviour in a specific location. The Home Office's statutory guidance reiterates that PSPOs should be used responsibly and proportionately, in response to issues that cause ASB, and where necessary to protect the public.
- 3.4 Under the 2014 Act, authorised council officers have the power to issue a fixed penalty notice ('FPN') to anyone they reasonably believe is in breach of the PSPO. Whilst the 2014 Act sets out a framework for issuing FPNs, councils will also have their own wider protocols around issuing fines. The Council currently has an enforcement policy for the Council's enforcement team to ensure fairness and best practice is exercised. This will be reviewed and updated following any

future decision of the Council in relation to any additional restrictions that form part of any varied, extended or new PSPO.

3.5 The 2019 PSPO.

3.5.1 The 2019 PSPO prohibits certain ASB within a geographical area ('the Restricted Area') and the Restricted Area plan can be found at **Appendix A**. The current Restricted Area is contained within the red line on this plan and includes the Town Centre, Seafront, Southchurch Hall Gardens, Hamlet Court Road and York Road.

3.5.2 The following ASB is prohibited in the Restricted Area:

- Urination, defecation, spitting and littering
- Sleeping in a public place in a manner that has a detrimental impact
- Erecting tents or other structures without permission from the Council
- Consuming alcohol or failing to surrender containers reasonably believed to contain alcohol within a drinking control area (hatched blue on **Appendix A**)
- Outside the drinking control area consuming alcohol and behaving in an anti-social manner or failing to surrender containers when required (within the area on **Appendix A** shaded pink)
- Ingesting, inhaling, injecting, smoking or otherwise using drugs or substances reasonably believed to be psychoactive substances
- Begging or approaching someone for that purpose
- Approaching or stopping someone to enter into arrangements for future charity payments or to collect information to assist in a future arrangement without the Council's permission.

3.5.3 The 2019 PSPO can be found at **Appendix B**.

3.6 It is proposed that along with the potential renewal of the existing restrictions, to consider additional restrictions to combat ASB that has become apparent over the last three years and includes:

- Cycling in pedestrianised areas
- Using electronic scooters ('e-scooters') in pedestrianised areas
- Restricting the use of barbeques ('BBQs') to dedicated areas at East Beach, Shoeburyness and Eastern Esplanade between the former Gas works building and the Camper Road Jetty
- Restrictions on the appropriate use and disposal of BBQs within the designated areas
- Restrictions on launch points, recovery points and areas used for Personal Water Crafts (PWCs)
- Conduct when in charge of or operating PWCs.

3.7 Evidence for the requirement of these restrictions will be provided to Cabinet along with the results of the Consultation and details of enforcement implications after the Consultation has been concluded, for a decision on whether, or not, to implement the extension and amendments or otherwise.

- 3.8 The Council is required under the 2014 Act to carry out a Consultation and necessary publicity and notification before making, extending or varying a PSPO.
- 3.9 As a minimum, the Council must consult with the Chief Officer of Police, the Police Fire and Crime Commissioner, appropriate community representatives, and the owners or occupiers of land in the area to be designated (where reasonably practicable).
- 3.10 The proposed wording of the PSPO and the proposed restricted area as part of the Consultation will be finalised prior to the Consultation.
- 3.11 During the Consultation process the Council will seek comments on:
- Whether a PSPO is appropriate, proportionate or needed at all;
 - The proposed restrictions; and
 - The proposed area to be designated as the Restricted Area.
- 3.12 Consultation would be over a 4 week period, with the following stakeholders:
- Chief Officer of Police for Southend
 - The Police Fire and Crime Commissioner
 - Town Centre/Seafront Businesses
 - Ward Councillors
 - The voluntary sector
 - Community representatives
 - Local residents/those working nearby/Visitors (via a survey).
- 3.13 Findings from the Consultation will be brought back to Cabinet along with evidence in relation to the necessity for any restrictions, for Cabinet to decide whether to proceed with the PSPO and, if so, the area to be designated and the restrictions which would apply. At that point the Cabinet would have to consider all material considerations including proportionality i.e. are the proposed restrictions proportionate to the harm/nuisance that is being caused?
- 3.14 Clearly there will be challenges in enforcement of the PSPO, with any additional restrictions, over a wide area. PSPOs can be resource-intensive to introduce and enforce and there will need to be commitment from partners to ensure it can be implemented effectively. Consideration may have to be had to whether the PSPO is disaggregated into two separate PSPOs considering the area covered and the various ASB and whether the ASB associated to BBQs and PWC's is more effectively dealt with by a separate PSPO. The Consultation will help inform this. Further, in some areas, codes of practice around certain practices such as that possibly related to the PWCs, may provide effective solutions in responding to particular concerns.

4. Other Options

The Council could choose not to engage in the Consultation process. This would result in the current PSPO expiring at midnight on the 10th July 2022 and this enforcement power would no longer be available to Essex Police and the Council's authorised officers for tackling ASB in the restricted area.

5. Reasons for Recommendations

5.1 Whilst the 2019 PSPO has provided authorised council officers with an additional tool to tackle ASB, there has been a growing number of other complaints received in the last three years about the following:

- Cycling on the footway and e-scooters, particularly in the Town Centre area where there have been a number of reported near misses. This escalated during the Covid-19 Pandemic during the different phases of restrictions during the lockdown periods whereby a number of residents took to using cycles/e-scooters for their exercise and commuting.
- ASB associated with the use of PWCs.
- ASB associated with use of BBQs on beaches.

5.2 Therefore the Council proposes to consult on all these activities and to bring the findings back to Cabinet in a report along with a summary of findings and evidence of the operation of the 2019 PSPO to then decide whether to extend and vary the 2019 PSPO or progress with any new PSPO.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

Safe and Well. Residents feel safe and secure in their homes, neighbourhoods and across the borough.

6.2 Financial Implications

The costs of consulting on the PSPO and gathering further evidence of ASB will be relatively modest but will draw upon a significant amount of officer time (which, in itself, is an associated cost). Following the Consultation, if agreed, a further report to Cabinet will provide greater visibility as to the costs of proceeding with the PSPO which will depend on the extent of any PSPO in terms of scope and geographic area, particularly in terms of signage and enforcement.

6.3 Legal Implications

6.3.1 The introduction, varying or amending of a PSPO must be undertaken in accordance with the 2014 Act and the Statutory Guidance. Failure to do so could result in a legal challenge.

6.3.2 Under section 59 of the 2014 Act, local authorities must be satisfied that the follow two conditions are met to make a PSPO:

- (a) The first condition is that on reasonable grounds that the activity subject to a PSPO has a detrimental effect on the quality of life of those in the locality (or it is likely that activities will take place and have such an effect).

(b) If so, then the second condition is that the effect, or likely effect, of the activities:

- is (or is likely to be) persistent or continuing in nature
- is (or is likely to be) unreasonable
- justifies the restrictions being imposed.

6.3.3 Section 72 of the 2014 Act provides that the Council must carry out necessary consultation before making a PSPO. Similarly, under section 72 councils are required to have particular regard to articles 10 and 11 of the Human Rights Act 1998.

6.3.4 Draft proposals for a PSPO must be published as part of the Consultation process. Further, a copy of the draft order should be provided. Therefore, whilst the proposals are included within this report some further work is required to finalise the proposed draft order. Recommendation 2.3 provides that the Assistant Director for Legal Services in consultation with the Cabinet Member for Environment, Culture, Tourism and Planning is delegated to finalise the draft PSPO that is to form part of the Consultation. This allows the draft PSPO to be finalised following clarifications that enforcement through the PSPO would not prejudice enforcement through other means, processes or legislation. It is important to remember that in some cases existing legislation covering various forms of ASB or public order may be adequate and proportionate to deal with that ASB or public order.

6.3.5 Before making, amending or varying a PSPO the Council must consider comments and representations received.

6.4 Environmental Impact

There would arguably be a positive impact on the environment as the PSPO would enable enforcement against littering hence improving street cleanliness. Further, through enforcement the PSPO provides additional protection of our parks and gardens, reducing the effects and dangers of BBQs and the dangerous use of PWCs on swimmers and marine life.

6.5 People Implications

None specific for the Consultation.

6.6 Property Implications

None specific for the Consultation.

6.7 Consultation

N/A. This is the purpose of this report and what is being sought to commence.

6.8 Equalities and Diversity Implications

An updated Equality Analysis will be undertaken.

6.9 Risk Assessment

None specific for the Consultation.

6.10 Value for Money

If the PSPO is extended, varied, or a further PSPO is made there may be a potential reduction in costs associated with crime and ASB. Further there may be a wider benefit to the community if footfall increases which will benefit local businesses.

6.11 Community Safety Implications.

None specific to this report. To be fully addressed in the further report following the Consultation.

7. Background Papers

[Public spaces protection orders: guidance for councils \(local.gov.uk\)](https://www.local.gov.uk/public-spaces-protection-orders-guidance-for-councils)

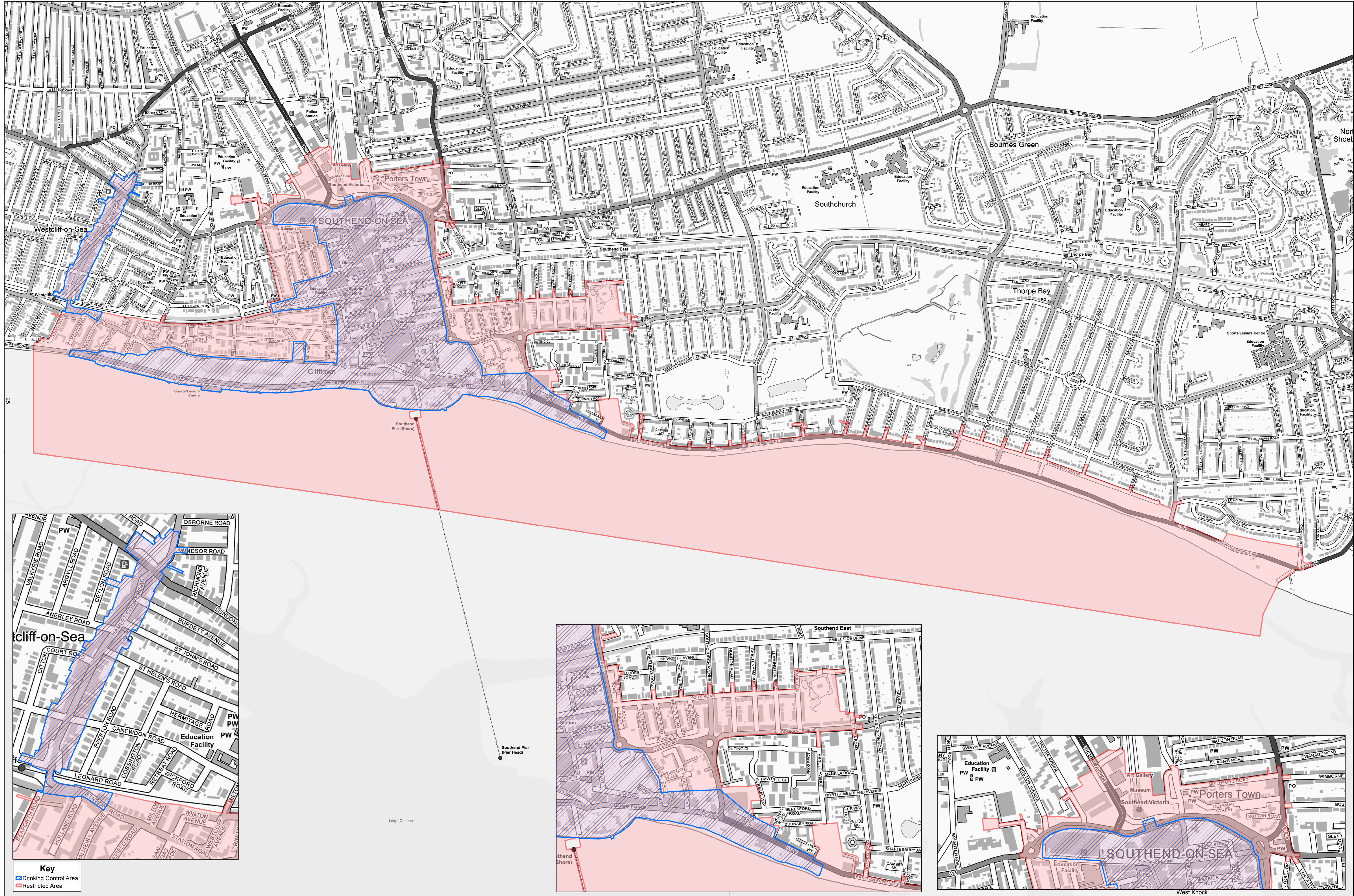
[2018 report for consultation.pdf](#)

8. Appendices

A Plan of the Restricted Area contained in the Public Spaces Protection Order (Southend Town Centre, Seafront and Adjoining Areas) No 1 of 2019.

B The Public Spaces Protection Order (Southend Town Centre, Seafront and Adjoining Areas) No 1 of 2019. (Without Plan as provided at Appendix A)

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ORDER

ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
SECTION 59

PUBLIC SPACES PROTECTION ORDER

This order is made by the Southend-on-Sea Borough Council (the 'Council') and shall be known as the Public Spaces Protection Order (Southend Town Centre, Seafront and Adjoining Areas) No 1 of 2019.

PRELIMINARY

1. The Council, in making this order is satisfied on reasonable grounds that: The activities identified below have been carried out in public places within the Council's area and have had a detrimental effect on the quality of life of those in the locality, and that:

the effect, or likely effect, of the activities: is, or is likely to be, of a persistent or continuing nature, is, or is likely to be, such as to make the activities unreasonable, and justifies the restrictions imposed by the notice.

2. The Council is satisfied that the prohibitions imposed by this order are reasonable to impose in order to prevent the detrimental effect of these activities from continuing, occurring or recurring, or to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.

3. The Council has had regard to the rights and freedoms set out in the European Convention on Human Rights. The Council has had particular regard to the rights and freedoms set out in Article 10 (right of freedom of expression) and Article 11 (right of freedom of assembly) of the European Convention on Human Rights and has concluded that the restrictions on such rights and freedoms imposed by this order are lawful, necessary and proportionate.

THE ACTIVITIES

4. The Activities prohibited by this order are:

- Urination, defecation, spitting or littering.
- Sleeping in a public place within the Restricted Area (which includes car parks and shop doorways) in a manner which has a detrimental impact on the quality of life of others in the locality. This includes but is not limited to causing an obstruction to members of the public or local businesses.
- iii. Erecting tents or other structures anywhere within the Restricted Area, save for where so permitted by the Council.
- iv. In any Drinking Control Area, consuming alcohol or failing to surrender any containers (sealed or unsealed) which are reasonably believed to contain alcohol when an Authorised Officer has required such consumption to cease.
- v. Outside of any Drinking Control Area consuming alcohol and behaving in an anti-social manner or failing to surrender any containers (sealed or unsealed) which are reasonably believed to contain alcohol, in a public place, when an Authorised Officer has required such consumption to cease.
- vi. Ingesting, inhaling, injecting, smoking or otherwise using drugs or substances reasonably believed to be psychoactive substances.
- vii. Beg, begging or approaching any person for that purpose.
- viii. Save for where excepted at paragraph 12 of this order or otherwise permitted by the Council, approaching or stopping another person with the intention of asking that other person: to enter into any arrangements which involve that other person making any future payment for the benefit of charitable or other purposes; or for any information to assist in that other person being contacted at another time with a view to making arrangements for that person to make any payment for the benefit of charitable or other purposes.

THE PROHIBITION

- 5. A person shall not engage in any of the Activities anywhere within the Restricted Area as shown delineated by the red line and shaded pink on the master plan annexed at Schedule 1 and if applicable further identified on the detailed plans inset to this order and identified as the 'Restricted Area'.
- 6. This Prohibition is subject to the Exceptions stated below.

THE REQUIREMENTS

- 7. A person who is believed to have engaged in a breach of this order or anti-social behaviour within the Restricted Area, is required to give their name and address to an Authorised Officer.
- 8. A person who is believed to have engaged in a breach of this order, or in anti-social behaviour within the Restricted Area, is required to leave the area if asked to do so by a police officer, police community support officer or other person designated by the Council and not to return for a specified period not exceeding 48 hours.
- 9. A person must clear up his/her belongings and/or litter if asked to do so by a police officer, police community support officer or other person designated by the Council.

THE EXCEPTIONS

- 10. Nothing in the paragraph 4(iv or v) of this order applies to alcohol being consumed within premises licensed under the Licensing Act 2003 or s115E of the Highways Act 1980.
- 11. The requirement in paragraph 4(vi) of this order does not apply where the substance:
 - i) is used for a valid and demonstrable medicinal or therapeutic purpose;
 - ii) is a cigarette (tobacco) or vaporiser;
 - iii) is a food product regulated by food, health and safety legislation
- 12. Nothing in paragraphs 4(vii) and (viii) of this order applies to any person authorised by virtue of the Police, Factories (Miscellaneous Provisions) Act 1916 to undertake an on-street collection of Money

OTHER

- 13. This order applies to a public place within the authority's area. The public place is delineated by the red line and shaded pink on the master plan annexed at Schedule 1 and if applicable further identified on the detailed plans inset within that plan to this order and identified as the 'Restricted Area'.
- 14. The effect of the order is to impose the prohibitions and requirements detailed herein, at all times, save where specified exemptions apply or where the express permission of the Council has been given on the use of the Restricted Area.

Dated 22nd July 2019

THE COMMON SEAL of SOUTHEND ON SEA)
BOROUGH COUNCIL was pursuant to a resolution)
of the Council hereunto affixed to this Deed in the)
presence of:-)

Proper Officer of the Council

ASSISTANT DIRECTOR

DEFINITIONS LEGAL SERVICES



- 15. For the purpose of this order the following definitions will apply:
 - 'Alcohol' has the meaning given by section 191 of the Licensing Act 2003;
 - 'Authorised Officer' means a constable, a police community support officer or a person authorised in writing by Southend-on-Sea Borough Council.
 - 'Beg or begging' means asking for or accepting money, personal, charitable or any other donations or approaching a person for that purpose, when to do so would cause, or is likely to cause, a nuisance or annoyance, harassment, alarm or distress to that person. Examples of nuisance, annoyance, alarm or distress include, but are not limited to, the following:
 - (a) Obstructing the path of the person solicited during the solicitation or after the person solicited responds or fails to respond to the solicitation.
 - (b) Using abusive language during the solicitation or after the person solicited responds or fails to respond to the solicitation.
 - (c) Continuing to solicit a person in a persistent manner after the person has responded negatively to the solicitation.
 - (d) Have in their possession any item for holding, inviting or receiving money for the purpose of solicitation.
 - (e) Placing self in the vicinity of an automated teller machine, taxi rank or public transport stop to solicit and approaching a person who is using, waiting to use, or departing from any of these services.
 - 'Drinking Control Area' means any such area within the Restricted Area whereupon there is in force a Southend-on-Sea Borough Council and Essex Police designated Drinking Control Area as at the date of this order.
 - 'Interested person' means an individual who lives in the restricted area or who regularly works in or visits that area.
 - 'Public place' means any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.
 - 'Psychoactive Substances' has the meaning given by section 2 of the Psychoactive Substances Act 2016.
 - 'Restricted Area' has the meaning given by section 59(4) of the Anti-Social Behaviour, Crime and Policing Act 2014 and for the purposes of this order is shown delineated by the red line on the PSPO master plan annexed at Schedule 1 and if applicable further identified on the detailed plans inset within that plan to this order and identified as the 'Restricted Area'.
 - 'Solicit' means to request, in person the immediate provision of money or another thing of value, regardless of whether consideration is offered or provided in return, using the spoken, written or printed word, a gesture or other means.

PERIOD FOR WHICH THIS ORDER HAS EFFECT

16. This Order came into force at midnight on 11th July 2019 and will expire at midnight on 10th July 2022.

17. At any point before the expiry of this three year period the Council can extend the Order by up to three years if they are satisfied on reasonable grounds that this is necessary to prevent the activities identified in the Order from occurring or recurring or to prevent an increase in the frequency or seriousness of those activities after that time. The Council may extend this order more than once.

WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER?

- Section 67 of the Anti-Social Behaviour Crime and Policing Act 2014 states that it is a criminal offence for a person without reasonable excuse –
 - (a) to do anything that the person is prohibited from doing by a public spaces protection order, or
 - (b) to fail to comply with a requirement to which the person is subject under a public spaces protection order

A person guilty of an offence under section 67 is liable on conviction in a Magistrates Court to a fine not exceeding level 3 on the standard scale.

FIXED PENALTY

An Authorised Officer may issue a fixed penalty notice to anyone he or she believes has committed an offence under section 67 of the Anti-Social Behaviour, Crime and Policing Act. You will have 14 days to pay the fixed penalty of £100. If you pay the fixed penalty within the 14 days you will not be prosecuted.

APPEALS

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the safe zone. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council. Interested persons can challenge the validity of this order on two grounds: that the Council did not have power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation has not been complied with. When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part or in totality. The High Court has the ability to uphold the order, quash it, or vary it.

Section 67 Anti-Social Behaviour Crime and Policing Act 2014

- (1) It is an offence for a person without reasonable excuse-
 - (a) To do anything that the person is prohibited from doing by a public spaces protection order,
 - (b) To fail to comply with a requirement to which a person is subject under a public spaces protection order
- (2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale
- (3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order

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Southend-on-Sea Borough Council

Report of Executive Director,
to
Cabinet
on
22nd February 2022

13

Agenda
Item No

Report prepared by: Nicola Spencer, Policy Advisor

Social Value Policy (2021)

Relevant Scrutiny Committee(s): Policy & Resources

Cabinet Member: Cllr A Jones

Part 1 (Public Agenda Item)

1. Purpose of Report

For Cabinet to consider the refresh of the Council's Social Value Policy, which has applied across all Council commissioning and procurement activities since June 2018.

2. Recommendations

It is recommended that Cabinet:

1. agree to adopt the refreshed Social Value Policy
2. agree to the aims, objectives and principles stated in the refreshed Policy
3. support enhanced performance monitoring of social value
4. agree that the Commissioning Board act as the collective corporate sponsor for social value.

3. Background

- 3.1. The Public Services (Social Value) Act 2012, implemented in January 2013, placed a responsibility on relevant public sector organisations to consider social value in service contracts, or where there is a service element in goods or works contracts.
- 3.2. The Council's 2018 policy implemented a social value approach to commissioning and procurement and aimed to secure long-term benefits and address wider economic, environmental, and social issues in the Borough.
- 3.3. The 2018 policy was developed through extensive consultation with Council colleagues and peer organisations alongside a review of best practice across the local authority landscape. The aims and principles of the policy were tested in April 2018 with key stakeholders, businesses, social entrepreneurs, and voluntary sector organisations.

- 3.4.** The Government's Procurement Policy Note 06/20, issued in September 2020, sets out how to take account of social value in the award of central government contracts, outlining social value as distinct from core deliverables within procurement processes. This PPN adds momentum to the already accelerating uptake of social value activities within local government, leading to a far wider and quicker uptake within the private sector, signs of which are already emerging.
- 3.5.** The Social Value Portal suggests that on average, organisations could see a social and local economic added value return of around 24% on contract spend. A number of factors including sector of contract, contract value, geographic location, number of contracts and maturity of market contribute to the wide range of eventual returns.

4. Reasons for Recommendations

4.1. Recommendation 1: agree to adopt the refreshed Social Value Policy and Recommendation 2: agree to the aims, objectives and principles stated in the refreshed Policy

- 4.1.1. The overarching vision of this refreshed Policy has not changed from 2018 – its intention is to continue to deliver wider social, economic, and environmental benefits whilst delivering optimal value for money. However, it is recognised that the 2018 Policy has not been embedded. Not all opportunities to elicit social value are being exploited and it is not possible to demonstrate the added social value our suppliers are contributing to Southend 2050. This paper presents the first stage of a refresh to embed social value, starting with a refreshed Policy.
- 4.1.2. The consideration of social value in commissioning and procurement was introduced by the Social Value Act almost a decade ago. In the years since, the principle of social value has become increasingly embedded across local government.
- 4.1.3. Officers have worked alongside the Social Value Portal to plan for ways to better embed social value practice. The first step in this process is to refresh the Policy. Following steps include enhanced performance monitoring and reporting, and enhanced contract management skills regarding monitoring social value in contracts.
- 4.1.4. This refreshed Policy recognises both the wider context and operational issues previously experienced and has been written to boost the capture of social value across the whole organisation, by realigning the Council's social value objectives to the Southend 2050 programme and making clear the steps that will be taken to further embed a clear and accessible social value approach.

4.2. Recommendation 3: Support enhanced performance monitoring of social value

4.2.1. To drive a culture of continuous improvement and to share best practice and how Social Value has impacted Southend's residents and communities, it will be important to regularly communicate and benchmark the Council's Social Value data via enhanced performance monitoring.

4.2.2. This will be in the form of an annual report for 2022/23 and an internal insight report at the end of the next financial year. These reports will aim to summarise the progress that is being made, the challenges and gaps that remain and to analyse the performance of projects and progress within different sectors.

4.2.3. Enhancing performance monitoring and further developing and implementing a mature Social Value approach will require additional, dedicated resources, to:

- effectively ensure that Social Value is embedded within the Council
- lead the Social Value agenda
- create a main point of contact with external key stakeholders in relation to Social Value and actively try to extend Southend partnerships to maximise Social Value
- deliver enhanced performance reporting and monitoring.

4.3. Recommendation 4: agree that the Commissioning Board acts as the collective corporate sponsor for Social Value creation and delivery

4.3.1. For commissioning and procurement to be successfully used as a tool to achieve the 2050 outcomes, there needs to be greater understanding of the importance of social value and contract management at all levels of the Council. Discussions on, and coordination of, procurement strategy and practice and the setting of social value priorities should not take place in isolation but by collaborating with communities and other relevant stakeholders early.

4.3.2. Agreement that the Commissioning Board acts as the corporate sponsor for Social Value as part of their Terms of Reference to ensure that social value performance is a key part of decision making and to provide oversight of the development and implementation of Social Value.

4.3.3. "...the strategic power of public procurement can only be facilitated by broadening the scope beyond the activity of procurement teams alone. This involves a greater understanding at all levels of local government of the importance of pre-procurement and contract management." (Localis, "True Value: Towards Ethical Public Service Commissioning", 2021)

5. Corporate Implications

5.1. Contribution to the Southend 2050 Road Map

Social value outcomes that can be included in contract specifications will contribute towards achieving the Southend 2050 ambitions and outcomes.

5.2. Financial Implications

The policy will secure wider social, economic, and environmental benefits from the Council's commissioning activity.

5.3. Legal Implications

Social value will be incorporated into the Council's existing procurement contracting procedures.

5.4. People Implications

None.

5.5. Property Implications

None.

5.6. Consultation

Ongoing workshops and discussion with key stakeholders on policy implementation and commissioning and procurement practice will take place.

5.7. Equalities and Diversity Implications

An Equality Analysis has been carried out – see Appendix 2.

5.8. Risk Assessment

Risks will be identified and monitored alongside the development of the Social Value Toolkits.

5.9. Value for Money

The Council benchmarks its performance and spend against comparators to ensure that it is providing value for money. The delivery of social value through the Council's contracts will in of itself maximise value for money by ensuring additional benefits and outcomes are delivered in line with Southend 2050.

5.10. Community Safety Implications

Any community safety social value outcomes included in contract specifications may contribute towards achieving Safe & Well Outcomes 1 ("Residents feel safe and secure in their homes, neighbourhoods and across the borough" and 3 ("We protect and improve the quality of life for everyone in our community, including the vulnerable").

5.11. Environmental Impact

Any environmental social value outcomes included in contract specifications may contribute towards achieving Pride & Joy Outcome 1 (“We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019” and Connected & Smart Outcome 2 (“We are leading the way in making public and private travel smart, clean and green”).

6. Background Papers

Social Value Policy 2018

7. Appendices

Appendix 1: Social Value Policy (2021)

Appendix 2: Social Value Policy Equality Analysis (2022)

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Social Value Policy

December 2021

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1. Introduction

Following nearly a decade of public sector austerity, and then the coronavirus pandemic, it is more vital than ever that the Council, its suppliers, and Southend's communities work together to collectively recover and overcome the challenges we face. This will include looking for opportunities, both big and small, to support the people of Southend to be healthy, lead fulfilling lives in work and play and to look after the outside spaces we have grown to rely upon.

Maximising social value through the commissioning and procurement of contracts in Southend will help to secure these positive outcomes and influence suppliers in line with the City's Southend 2050 ambitions.

This policy sets out the Council's approach to implementing the Public Services (Social Value) Act 2012 ("the Act") and associated legislation. It further recognises the potential that social value has in supporting the Southend 2050 programme, and commitment to continuing to strive to make Southend a better place whilst delivering best value for money.

2. What is social value?

Social value is about the difference that we can make in our communities through our contracting of services and goods.

Social value asks the question:

'If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?'

(Social Enterprise UK)

A social value approach involves looking beyond the price of each individual contract and considering the collective benefit to local communities, the economy and or the environment.

3. Strategic context: Southend 2050

Southend 2050 is the borough's ambition for the future. It is the foundation for this policy and sets the outcomes we want to achieve.

For more information on Southend 2050, visit the Council's website: [Southend 2050](#)



4. National context: Social Value and the Act

4.1. The Act requires all public bodies in England and Wales to consider how the services they commission and procure might improve the “economic, social, and environmental wellbeing” of their respective areas. It asks that public bodies consider the ways that they could most benefit society as part of each decision made.

4.2. The Act gives local authorities the freedom to determine what kind of additional social value would best serve the needs of local communities provided that the social value obtained is relevant to the contract and its request is proportionate.

5. The benefits of a social value approach

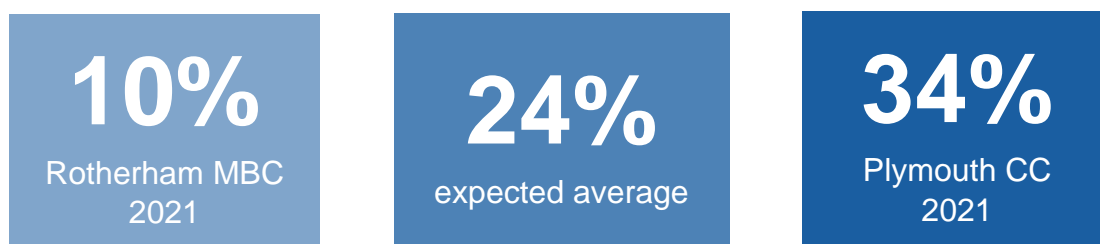
5.1. A social value approach involves looking beyond the price of each individual contract and considering the collective benefit to local communities when the Council chooses to award a contract. Procurement and commissioning officers might, for example, consider requesting additional social value that tackles a key local issue, addresses a gap in service delivery or strengthens local communities in other ways such as contributing to the local economy.

5.2. The Council spent c. £120M on contracts in 2021/22, many of which by default will deliver positive economic, environmental, and social outcomes that align to the ambitions of Southend 2050.

5.3. The Social Value Portal¹ suggests that on average, organisations could see a social and local economic² added value return of around 23.7% on contract spend. A number of factors including sector of contract, contract value, geographic location, number of contracts and maturity of market contribute to the wide range of eventual returns.

	Social Value Added	Local Economic Value Added	Social and Local Economic Value Added
Average	4%	22.3%	23.7%
Median	0.6%	8.4%	15.7%
25th percentile	0.1%	0.5%	3.8%
75th percentile	2.1%	28.6%	36.6%

5.4. As an example, in 2021 Plymouth City Council (one of Southend’s CIPFA Nearest Neighbours) reported 34% of total contract value achieved as additional social value over the last two years, whilst Rotherham Metropolitan Borough Council reported a return of 10%.



6. Our Commitments

6.1. Social Value in commissioning and procurement

6.1.1. We will seek to secure additional social value in the contracts we award through collaborative working, and we will direct those benefits to communities where they are most needed.

6.1.2. There is no ‘one size fits all’ model for achieving social value; it is an area where providers and commissioners nationally are learning about how best to achieve and evidence it. The aspirations of this Policy and the guidance within the Toolkits will continue to be informed by national developments and our local learning.

¹ [About us - Social Value Portal](#)

² Measures classed as “local economic value” include local employment and local supply chain spend; “social value” measures are those where the proxy value measures the benefit to society in general.

6.2. Social Value in everything that we do

6.2.1. We recognise that commissioning and procurement has a key part to play in achieving the Southend 2050 ambitions. But our ability to improve outcomes for local people goes beyond how we buy goods and services - we want to challenge ourselves and others to uncover the hidden value in everything that we do.

6.2.2. We want to find additional social value in all our activity, including planning, grants, human resource management and day to day running of services. We also want to be an ambassador for good practice and highlight the many examples of good practice going on in our town's businesses, schools, voluntary and community groups.

6.3. Social Value and Equality

6.3.1. Where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.

6.3.2. Our social value asks will contribute to our Equality Objectives.

6.3.3. We will promote social inclusion by ensuring our procurement procedures are transparent, accessible, and easy to understand and by providing Social Value Toolkits that offer practical, accessible guidance on developing a partnership with the Council.

6.3.4. We will take account of the need for positive action in respect of organisations led by, or for, equalities or community groups, and for the development of local small organisations and businesses. We will seek to nurture positive relationships and promote the engagement of these organisations in tendering. This will include actions to ensure that engagement with the marketplace and communities at pre-procurement stage is accessible to these target organisations.




7. Aims and Objectives



7.1. In delivering this policy our aim is to realise meaningful social value from the contracts we set in place, and to ensure that our commissioning and procurement activity maximises our potential to deliver the outcomes of Southend 2050.

7.2. It is not possible or appropriate to have one set of social value outcomes that will apply to all contracts, due to the value, nature, and diversity of the wide range of goods and services commissioned. We will, therefore, apply a proportionate approach, tailored to reflect the specific commissioning and procurement needs.

7.3. Service commissioners and procurement leads will consider, on a case-by-case basis, the potential social outcomes that could be delivered including the most appropriate strategy to achieve them.

7.4. Our social value objectives for each of the Southend 2050 themes are listed below:

Southend 2050 Theme	Social Value objectives
 <p>By 2050 Southenders are fiercely proud of, and go out of their way to champion, what our City has to offer.</p>	<p>Embed a sustainable commissioning and procurement procedure, protecting the borough's ecological interests, enhancing the environment, and supporting Southend to embrace the challenges of the Climate Emergency declaration made in 2019.</p> <p>Commit to protecting the environment and built environment, minimise waste and energy consumption and maximise the use of resources efficiently.</p> <p>Increase residents' satisfaction of the place, and Council services.</p> <p>Encourage people to take pride in their communities.</p>
 <p>By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.</p>	<p>Contribute to improving the health and wellbeing of local people, with a focus on reducing inequalities.</p> <p>Improve the life chances of Southend's residents by working to reduce inequalities and social deprivation across our communities.</p>
 <p>By 2050 we have a thriving, active and involved community that feel invested in our City.</p>	<p>Engage with local communities to understand where social value can make an impact and listen to and strengthen our communities and partners to achieve better outcomes for all.</p> <p>Involve local people and organisations in determining social value outcomes that can meet the needs of communities via the commissioning cycle.</p> <p>Engage with local communities in the commissioning and evaluation of services, via community projects and partnerships with the VCS.</p> <p>Promote community cohesion and celebrate diversity.</p>

Southend 2050 Theme	Social Value objectives
 <p data-bbox="220 622 547 801">By 2050 Southend-on-Sea is a successful City and we share our prosperity amongst all of our people.</p>	<p data-bbox="587 320 946 353">Promote social inclusion.</p> <p data-bbox="587 371 1350 477">Promote our local economy and ensure that new, developing, and existing enterprises are nurtured and supported.</p> <p data-bbox="587 495 1430 566">Create employment and skills and training opportunities for local people, especially in target areas.</p>
 <p data-bbox="220 1137 520 1350">By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.</p>	<p data-bbox="587 842 1050 875">Drive smart, green technologies.</p> <p data-bbox="587 893 1334 927">Support green, sustainable transport in the borough.</p> <p data-bbox="587 945 1337 1016">Improve accessibility, connectivity, and mobility to all residents.</p> <p data-bbox="587 1034 1353 1140">Support a healthy environment that enables and encourages active, sustainable travel choices that are accessible to everyone.</p> <p data-bbox="587 1158 1414 1229">Increase digital inclusion, improve digital skills and reduce inequality.</p>

8. Guiding principles

8.1. The following principles describe our approach, including the values and behaviours which are needed to achieve our commitments, aims and objectives.

Leadership

- Discussions on the strategy and practice of procurement do not take place in isolation, and there is a greater understanding at all levels of the importance of pre-procurement and contract management
- Progress is monitored with strong leadership, guidance, and co-ordination
- The Council delivers an effective social value Policy that is straightforward and simple to understand
- Contract management in the Council is strengthened

Creativity

- Social value is a platform that encourages innovation, both within and external to the Council
- Anybody, or any organisation, has the potential to add social value - no matter their size or make up

Flexibility

- Flexibility and a 'can do' approach to social value secures the best possible outcomes by opening up the commissioning and procurement process to a broader range of organisations and businesses

Collaboration

- Collaboration within the Council is promoted so that commissioning processes impact on the shared corporate priorities and to develop a shared vision for social value between the Council, local communities, stakeholders and other organisations and businesses
- commissioning processes are developed to open up opportunities for more co-designed services and sustainable local delivery models

Evaluation / Monitoring

- Outcomes are monitored to ensure that social value benefits are realised

Sustainability

- Longer term social value outcomes are prioritised over quick wins

9. Scope

9.1. The Act requires public bodies to consider social value in service contracts – alongside contracts for goods and works with a service element – above a prescribed financial threshold. Our implementation of the duties in the Act will be as wide as practicable so that we can achieve maximum impact.

9.2. Weighting and Threshold

9.2.1. Proportionate and relevant social value requirements will always be included in contracts which cross the following thresholds³:

Supplies & Services	£177,897 plus VAT
Light Touch Regime for Services	£552,950 plus VAT
Works	£1M and where contract length is 24 months or more

9.2.2. We will take a proportionate approach to each tender, which means that the threshold and weighting will be applicable to that tender, with a minimum weighting of 10% of the total award criteria for all tenders above Public Contract Regulation 'Find a Tender' thresholds.

9.3. Support for SMEs

9.3.1. 99.7% of Southend's businesses are Micro, Small or Medium-sized enterprises⁴. As a result, we have an existing tried and tested approach to supporting our local economy, delivered by partnerships and projects such as the BEST Growth Hub, Southend Business Partnership, Southend Business Directory, and by offering subsidised membership to the Federation of Small Businesses. We will use these existing services and networks to identify and resolve barriers to delivering social value, engage with the market effectively and provide good visibility of opportunities.

9.3.2. We will ensure that contract opportunities are accessible to voluntary and community groups and social enterprises and continue our work with local businesses on how to source and bid for public sector contracts.

10. How we will embed Social Value into commissioning and procurement

10.1. Implementation

We will:

- take account of the social and economic benefits of buying locally, particularly through local supply chains (such as reducing unemployment and raising the skill level of the local workforce)
- agree proportionate and relevant social value outcomes with the marketplace at pre-procurement stage and ensure that they are linked to the Southend 2050 ambitions

³Aligned to [Procurement Policy Note 09/21 – Thresholds and Inclusion of VAT](#)

⁴ Source: [NOMIS UK Business Counts 2021](#)

- encourage corporate social responsibility amongst the supply chain and contractors
- ensure our equality principles are clearly stated in the Toolkits and encourage providers to develop a proactive approach to diversity
- where possible (and appropriate and compliant with the Public contracts Regulations 2015) present opportunities to local businesses and invite them to tender for the requirements in question
- where desired, work with suppliers to develop their approach to paying a Living Wage.

10.2. Communication

We will:

- communicate this policy to all internal staff, providers, and partners to improve understanding of our social value approach and practice
- raise awareness of the principles of social value by working with internal staff, the marketplace, and communities to improve understanding of social value, this Policy and evaluation methods
- send a clear message about our intention to secure social value through our commissioning and procurement every time we communicate with the marketplace
- make social value information available on our website to make it easier for all potential providers to develop a coherent and relevant social value strategy.

10.3. Social Value Toolkits

We will:

- create accompanying Social Value Toolkits to support commissioners, contract managers, procurement officers and providers to deliver good social value
- provide detailed guidance in the Toolkits on the processes required to embed social value in how we achieve outcomes for local people
- align the Toolkits to the ambitions set out in Southend 2050.

10.4. Monitoring and Reporting

We will:

- use the Social Value Portal to capture and measure the nature and amount of social value achieved through our contracts, using a bespoke set of National Themes, Outcomes and Measures⁵ (known as “the TOMs”) to allow us to

⁵ The National Social Value Measurement Framework is a method of reporting and measuring social value to a consistent standard. More information available at <http://socialvalueportal.com/national-toms/>

attribute a recognised monetary value towards specific areas of social value and then link these back to the aspects of this Policy and Southend 2050

- produce and publish an annual statement which will publicise our Social Value priorities, detail our achievements through commissioning and procurement, and highlight wider examples achieved both within and outside of the Council
- monitor our contracts to ensure that social value promises are fulfilled
- work with the community to set annual targets based on local needs and achievements towards Southend 2050
- regularly report our Local Spend performance indicator in internal and external performance and outcome monitoring reports (such as the 2050 Outcomes Success Measures Report).

10.5. Governance

We will:

- ensure internal controls and processes are in place to ensure fair and transparent decisions are taken about this policy, its application and evaluation
- make the Council's Commissioning Board the collective corporate sponsor for Social Value and define this role in the Board's Terms of Reference.

10.6. Training and development

We will:

- develop guidance and training for internal staff
- offer training to local businesses in how to bid for Public Sector contracts
- seek to build social value commissioning expertise within evaluation panels to develop evaluation criteria and best practice.

11. Evaluating our Approach

11.1. We will evaluate the impact of this Policy to show how we are delivering on our aims and objectives. As part of this, we will conduct a periodic review of the Policy and how it is applied.

11.2. We will further develop our understanding and use different evaluation techniques to show which interventions are successful in providing positive social, economic, and environmental outcomes in Southend.

11.3. We will report periodically on this Policy's objectives and implementation to a cross-sector group, to include senior Council officers, commissioners, contract managers and staff from Procurement and Performance, alongside representatives from business sector and equality groups. This will provide us with an opportunity to adjust our approach as we learn from current practice, using evidence from providers

and recipients of services, to better understand how the policy directly achieves social value outcomes.

Social Value Policy 2021, v-2.0

Published by Southend-on-Sea Borough Council, January 2022

Southend on Sea Borough Council -

Equality Analysis

1. Background Information

1.1 Name of policy, service function or restructure requiring an Equality Analysis:

Social Value Policy

1.2 Department:

Transformation, Finance & Resources

1.3 Service Area:

This is being developed by Policy and Procurement but will be for corporate use.

1.4 Date Equality Analysis undertaken:

Started 05/01/2022

1.5 Names and roles of staff carrying out the Equality Analysis:

Name	Role	Service Area
Lee White	Head of Corporate Procurement	Finance and Resources
Nicola Spencer	Policy Advisor	Transformation
Cheryl Oksuz	Policy Advisor	Transformation

1.6 What are the aims or purpose of the policy, service function or restructure that is subject to the EA?

The Policy's aim is to secure additional social value in the contracts we award through collaborative working, to direct those benefits to communities where they are most needed and ensure that our commissioning and procurement activity maximises our potential to deliver the outcomes of Southend 2050.

The Policy also commits to producing Social Value Toolkits that will go into the details of the Social Value application and what to expect of the ask and the process as a bidder, a community group, or an employee. The Policy will also set out what the expectations are of contract managers across the Council in terms of monitoring and evidencing social value outcomes- this aligns with the Council's Commissioning Framework.

1.7 What are the main activities relating to the policy, service function or restructure?

- Extraction of additional social value from the council's contracts, which will include making social value a core part of commissioning and procurement processes
- The production of Social Value Toolkits for council officers and suppliers
- Training and development sessions for council officers on Social Value
- Collaboration with the Social Value Portal to measure and report on Social Value achieved
- The production of an Annual Social Value Statement
- The inclusion of Social Value in a Cabinet Member's portfolio

2. Evidence Base

2.1 Please list sources of information, data, results of consultation exercises that could or will inform the EA.

Source of information	Reason for using (e.g., likely impact on a particular group).
Population data	Impact on all groups
Deprivation data	Impact on all groups

LG Inform	Impact on all groups
Data from NOMIS on businesses	Impact on business owners
Residents' Perception Survey 2021	Impact on all groups
2020/2021 Director of Public Health Report	Impact on all groups

Please Note: reports/data/evidence can be added as appendices to the EA.

2.2 Identify any gaps in the information and understanding of the impact of your policy, service function or restructure. Indicate in your action plan (section 5) whether you have identified ways of filling these gaps.

- There are gaps in demographic data regarding some demographic groups in the borough – e.g., LGBTQ residents, disabilities and residents that are “off the grid”.
- There are gaps in data about the demographics of local business owners, such as gender and disability.
- There are inherent gaps in understanding the impact of the Policy, as its impact will come from the application of a social value approach to each within-scope commissioning and procurement exercise the Council undertakes. It will be important to use the Council’s social value outcome measures (i.e., the National TOMs) to clearly define the added social value required from each contract at tender stage and then use robust contract management to ensure that the value is a) delivered as it was contractualised, and b) had the intended social, economic, or environmental impact that was sought.

3. Analysis

3.1 An analysis and interpretation of the impact of the policy, service function or restructure should be undertaken, with the impact for each of the groups with *protected characteristics* and the source of that evidence also set out against those findings.

In addition, the Council has identified the need to assess the impact of a policy, service function or restructure on carers, looked after children (as part of the age characteristic) as well as the socioeconomic impact of different groups, such as employment classifications.

Initial assessment of a perceived impact of the policy, service function or restructure. The impact can be positive or negative (or in some circumstances both), none or unclear:

	Impact - Please tick				
	Yes			No	Unclear
	Positive	Negative	Neutral		
Age (including looked after children)	X				
Disability	X	X			
Gender reassignment	X				
Marriage and civil partnership	X				
Pregnancy and maternity	X				
Race	X	X			
Religion or belief	X				
Sex	X				
Sexual orientation	X				
Carers	X				
Socio-economic	X	X			

Descriptions of the protected characteristics are available in the guidance or from: [EHRC - protected characteristics](#)

- 3.2 Where an impact has been identified above, outline what the impact of the policy, service function or restructure on members of the groups with protected characteristics below:

Overarching Policy impact – Positive for all protected characteristics

The Policy aims to have an overall positive social impact on Southend and its residents, by ensuring that our commissioning and procurement activity maximises our potential to deliver the outcomes of Southend 2050. It does not have specific issues pertaining to any of the protected characteristics.

Therefore, there is a very wide range of people who could be affected in some way by the Policy and by the consequent effect it has on the council’s commissioning and procurement processes and activity.

	Potential Impact
Age	<p>Intended positive impact.</p> <p>We acknowledge that needs vary greatly across this protected characteristic, and differing benefits will be felt by each age group. The National Social Value Themes, Outcomes and Measures include themes to create Healthier, Safer and more Resilient Communities and Promote Local Skills and Employment, both of which apply to this protected characteristic. We acknowledge that children, young people, and some older people - particularly retirees and those with disabilities that limit their activity and ability to work - may not experience the same social value benefits as a result of promoting local skills and employment as younger, working age groups might.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • 182,773 total population of Southend <ul style="list-style-type: none"> ○ 107.3k adults aged 18-64

	<ul style="list-style-type: none"> ○ 10.8k children aged 0-4 ○ 28.9k children aged 5-7 ○ 35.7k adults aged 65+ ● Over 40% of children under 16 years of age live in the most disadvantaged 30% of our wards. In a number of areas, we are performing below the national average for childhood wellbeing indicators (JSNA 2019).
<p>Disability</p>	<p>Intended positive impact on this group, with a potential for negative impact.</p> <p>We acknowledge that needs vary greatly across this protected characteristic; barriers to experiencing social value benefits will differ according to the type of disability experienced. The National Social Value Themes, Outcomes and Measures include themes to create Healthier, Safer and more Resilient Communities and Promote Local Skills and Employment, both of which apply to this protected characteristic. 13 of the Measures directly relate to promoting local skills and employment for disabled people, or enhancing their community networks (specifically NT6, NT6a, NT9a, NT10a, NT27, RE7, RE31, FM8, FM8a, FM17a, FM18a, FM19, FM54).</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <p>A particular consideration throughout the process will be accessibility – in terms of different formats of documents and consultations, tailored to individual need, as well as physical accessibility of buildings and venues where appropriate. Also to</p>

	<p>understand that some specialist equipment or support measures may need to be implemented to fully engage with this group effectively.</p> <ul style="list-style-type: none"> • 18.5% of Southenders have a long-term disability or illness (Census 2011) (20% of the working age population nationally).
<p>Gender reassignment</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • Local data gap, although we will have data from the 2021 Census on this later in 2022.
<p>Marriage and civil partnership</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • There were 516 marriages in Southend in 2018. • It is acknowledged that there is now a data gap for this protected characteristic; however, data on marriage and civil partnership will be available from the 2021 Census later in 2022.

<p>Pregnancy and maternity</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply.</p> <p>This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • Southend’s general fertility rate for 2015-2019 (live births per 1000 women aged 15-44) was 64.8, higher than England (60.6). • As of 2019, Southend’s under 18 conception rate of 20.9/1000 is significantly above the England (15.7/1000) and East of England (13.9/1000) rates.
<p>Race</p>	<p>Intended positive impact on this group, with a potential for negative impact.</p> <p>We acknowledge that Social Value requirements could be included into application or bid processes in a way that unintentionally excludes people whose first language isn’t English, for instance by using unnecessarily complicated language or only having limited formats of documents available.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply.</p> <p>This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <p>Section 6.3 also confirms that we will promote social inclusion by ensuring our procurement procedures are transparent, accessible, and easy to understand and by providing Social Value</p>

	<p>Toolkits that offer practical, accessible guidance on developing a partnership with the Council.</p> <p>Southend borough ethnicity data:</p> <ul style="list-style-type: none"> • 90.7% White British • 3.9% Asian • 2.7% Mixed • 2.3% Black • 0.5% Other • The great majority of Southenders (87%) self-reported their ethnicity as White British in the 2011 Census compared to 85% nationally. • There were 87 different ethnicity categories self-reported; categories for which there were more than 100 responders in Southend-on-Sea were: <ul style="list-style-type: none"> ○ Irish, Gypsy/Irish Traveller, Other Asian, Other Black, Arab, Albanian, Australian/New Zealander, Baltic States, Black British, Commonwealth of (Russian) Independent States, Greek, Iranian, Italian, Latin American, Multi-ethnic Islands, North American, Sri Lankan, Thai, and Turkish.
<p>Religion or belief</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply.</p> <p>This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement. Consideration will need to be given for consultation events and physical meetings in accordance with the faith calendar.</p>

	<ul style="list-style-type: none"> • Within Southend, 56% are Christian, 32% did not identify with any religion, 2% are Muslim. Across England and Wales in 2011, the profile of religious affiliation was skewed. The religion that the largest proportion of the populations in both England and Wales identified with was Christianity (59% and 58% respectively). • Almost a quarter of the population of England (25%) did not identify with any religion. • Those who identified as Muslim were the largest religious minority group in both England and Wales. • A third of the population in England who identified as Muslim were under 16 years of age.
<p>Sex</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <p>Southend borough data:</p> <ul style="list-style-type: none"> • 89.6k male (49%) • 93.1k female (51%) • Gender inequalities in healthy life expectancy persist with men falling behind. With a fast-ageing population, the need to delay ill health and minimise disability is paramount, as is the need to reduce isolation. (JSNA 2019) • Data from Duport in 2015 showed that 25% of Directors of businesses in Southend were female. The Rose Review of Female Entrepreneurship by HM Treasury

	<p>in 2019 found that only 1 in 3 UK entrepreneurs is female, a gender gap equivalent to 1.1 million missing businesses; and that in 2017, only 5.6% of UK women ran their own businesses. Local, contemporary data on gender in local businesses is a known data gap and will be filled when possible.</p>
<p>Sexual orientation</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.</p> <ul style="list-style-type: none"> • Local data gap on this protected characteristic, although we do have national data (see below) and we will soon have data from the 2021 Census. • An estimated 1.4 million people aged 16 and over in the UK identified as lesbian, gay or bisexual in 2019 - a statistically significant increase from 1.2 million in 2018 - continuing the trend seen over recent years. • “People aged 16 to 24 continue to be the most likely to identify as lesbian, gay or bisexual, however the proportion of older adults identifying as lesbian, gay or bisexual, while much smaller, is also increasing.” <i>Penelope McClure, Population Statistics Division, Office for National Statistics.</i>
<p>Carers</p>	<p>Intended positive impact.</p> <p>See section 6.3 of the Social Value Policy, which confirms that where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality issues will continue to be considered at</p>

	<p>every stage of the commissioning cycle, including consultation and pre-procurement. Particular consideration will be given to carers with caring responsibilities and their access to face-to-face consultations and meetings.</p> <ul style="list-style-type: none"> • 1, 470 carers were either supported or assessed by Southend Borough Council during 2020/21. • 3,402 residents were entitled to Carer's Allowance in Southend in 2021/22, with 2.2% of these people being over the age of 65 themselves. • 13% of respondents to the Residents' Perception Survey 2021 indicated that they had caring responsibilities (in the survey a carer was defined as anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support), with almost half (45%) indicating that they find it difficult to meet those responsibilities, including 16% who find it very difficult.
<p>Socio-economic</p>	<p>Intended positive impact, with potential negative impact.</p> <p>The Social Value Policy specifically aims to have a positive impact on socio-economic equality for all residents of the city, by seeking to work towards achieving the Southend 2050 outcomes as well as the National Social Value Themes of:</p> <ul style="list-style-type: none"> • Promoting Local Skills and Employment • Supporting Growth of Responsible Regional Business • Making Communities Healthier, Safer and more Resilient • Decarbonising and Safeguarding the City • Promoting Social Innovation. <p>We acknowledge that social value requirements may be included into an application or bid process in a way that disproportionately puts off (or otherwise disfavours) an applicant who would</p>

	<p>otherwise deliver the best service for service users. This could result in another applicant winning, resulting in a worse service being delivered to protected characteristic groups or communities of interest. In particular, unwieldy or time-consuming processes may deter micro-businesses, SMEs and VCSEs.</p> <p>See section 6.3 of the Social Value Policy, which confirms that we will promote social inclusion by ensuring our procurement procedures are transparent, accessible, and easy to understand and by providing Social Value Toolkits that offer practical, accessible guidance on developing a partnership with the Council.</p> <p>Section 6.3 also confirms that we will take account of the need for positive action in respect of organisations led by, or for, equalities or community groups, and for the development of local small organisations and businesses. It confirms that we will seek to nurture positive relationships and promote the engagement of these organisations in tendering; this will include actions to ensure that engagement with the marketplace and communities at pre-procurement stage is accessible to these target organisations.</p>
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4. Community Impact

- 4.1 You may also need to undertake an analysis of the potential direct or indirect impact on the wider community when introducing a new/revised policy, service function or restructure.
- 4.2 You can use the [Community Cohesion Impact Assessment](#) as a guide, outlining a summary of your findings below:

5. Equality Analysis Action Plan

- 5.1 Use the below table to set out what action will be taken to:

- Ensure a full analysis of the impact of the policy, service function or restructure is undertaken.
- Mitigate/address identified negative impacts or unlawful prohibited conduct.
- To promoted improved equality of opportunity and to foster good relations.
- How the action plan will be monitored and at what intervals.

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
<p>Equality</p> <p>Analyses to be carried out at the initiation stage of every commissioning and tender exercise for every contract that is within the scope of the Social Value Policy.</p>	<p>To ensure that equality is considered on a contract-by-contract basis at the same time as setting the social value priorities for the contract.</p>	<p>Commissioners and contract managers</p>	<p>At the start of each commissioning and tender exercise.</p>	<p>Via team plans and Exec DMTs</p> <p>Challenge also via Commissioning Board in some cases</p>

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
Ensure review of accessibility and design is carried out at the initiation stage in every commissioning and tender exercise undertaken.	To ensure that accessibility is considered on a contract-by-contract basis at the same time as setting the social value priorities for the contract.	Commissioners Contract managers	At the start of each commissioning and tender exercise.	Via team plans and Exec DMTs Challenge also via Commissioning Board in some cases
Equality Duty and Objectives to be considered at every stage of the commissioning cycle, including consultation and pre-procurement.	To ensure that equality is considered throughout the life of the procurement, not just the commissioning and pre-procurement stages.	Commissioners Contract Managers	Throughout the life of each contract.	Via team plans and Exec DMTs Challenge also via Commissioning Board in some cases

Planned action	Objective	Who	When	How will this be monitored (e.g. via team/service plans)
Data recorded on protected groups engaged with to monitor accessibility and any gaps	To ensure that good quality data is available to be used when considering equality throughout the life of the procurement, not just the commissioning and pre-procurement stages.	Commissioners Contract Managers	Throughout the life of each contract.	Via team plans and Exec DMTs Challenge also via Commissioning Board in some cases

Signed (lead officer):

Signed (Director):

Once signed, please send a copy of the completed EA (and, if applicable, CCIA) to Sarah Brown Sarahbrown@southend.gov.uk.

Southend-on-Sea Borough Council

Report of Executive Director (Adults and Communities)
to
Cabinet

On
22nd February 2022

Report prepared by: Taslima Qureshi, Head of Strategic
commissioning

Agenda
Item No.

14

Relevant Scrutiny Committee – People Scrutiny
Cabinet Member – Cllr Nevin

ASC strategies: Ageing Well 2022-2027, Living Well 2022-27, Caring Well 2022-27

1. Purpose of Report

- 1.1 To endorse three Adult Social Care (ASC) five-year 2022-2027 strategies for Ageing Well, Living Well and Caring Well, which set ASC priorities over the next five years, recognising the alignment to the overarching commitment and delivery of Southend 2050 roadmap outcomes.

2. Background and Context

Milestone recovery and aligned plans

- 2.1 As part of the recovery from the COVID pandemic, commissioners worked with adult social care and NHS staff in 2020 to draw up priorities for action in the next 18 months (over the period 2020-2022). Three milestone plans were agreed and published in late 2020, one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages. A shared priority of each of these plans were to develop longer term, five-year strategies for action over the period 2022-2027.
- 2.2 The strategies are aimed at the needs of people as they get older, individuals of working age who are eligible for care and support, and unpaid carers of all ages. They are co-designed to reflect and address the increasing complexity of need and demand on services with reduced resources in the public sector. The strategies embrace the principles of personalisation, strengths-based practice and progression.
- 2.3 The Caring Well strategy for all ages, is a joint strategy with the CCG, recognising the joint commitment and priorities for unpaid carers in the SEE Alliance Plan.
- 2.4 Southend has built upon its relationships with people who use and provide services and have developed these strategies through a series of co-produced

events. These conversations have produced a unique opportunity to bring all people and stakeholders together in identifying strategic priorities and they are committed to driving this forward.

- 2.5 The strategies outline what people have told us are important to them and how we will deliver to those priorities. In short, the strategies aim to ensure all people accessing care and support have a better quality of life through living locally and feeling valued, where they feel safe and well, and where they have access to effective personal support which promotes independence, choice, and control.

Delivery action plans

- 2.6 The strategies will have annual co-produced SMART delivery action plans developed through two steering groups, one for Adults and one for Carers, ensuring Health, Social Care, Providers and people who use service are represented.
- 2.7 The co-produced action plans will be developed against the priorities that have been identified in the strategies, which are tied to 2050 ambitions. Progress of the delivery of the action plans will be monitored through these steering groups and the ASC recovery board, with further oversight being provided by the Health and Wellbeing Board.

Governance timeline for publication

Timeline	Living well, Ageing well, Caring well 2022-2027 strategies
Aug and Sept 21	Public consultation 02/08/21 – 26/09/21
Oct 21	Amend drafts based on consultation
November 21	Feedback loop to participants that took part in co-production.
December	Final drafts to publishers for design DMT: 23rd December 21
January and Feb 21	Approval governance CMT: 26th Jan 22 EB: 8TH Feb 22 Cabinet: 22nd February 22 Publication

3. Next Step

- 3.1 Develop a standardised process for ongoing engagement and co-production and build on these open discussions
- 3.2 Work to establish a baseline of where we are now to allow us to monitor progress on where we want to get to by 2027.

- 3.3 Establish an Adults and Carers steering group to develop and manage the delivery of annual action plans, ensuring Health, Social Care, Providers and people who use service are represented.
- 3.4 The annual co-produced delivery action plans will be developed against the priorities that have been identified in the strategies, which are tied to 2050 ambitions. The SMART action plans will be developed by the two steering groups in a co-produced way, and they will monitor progress of the delivery of plans. Each action or area identified will have a prospective lead, whether it be a LA officer, a provider or health colleagues.
- 3.5
- 3.6 Overall progress of the delivery action plans will be monitored by the ASC recovery board, Pentana (2050 outcomes tool) and will have further oversight by the Health and Wellbeing Board.

4. Corporate Implications

- 4.1 *Contribution to Southend 2050*
ASC Strategies contribute towards the following themes:

Safe and Well

- SW01 People in all parts of the borough feel safe and secure at all times.
- SW02 Southenders are remaining well enough to enjoy fulfilling lives through their lives.
- SW03 We are well on our way to ensuring that everyone has a home that meets their needs.
- SW04 We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

Active and Involved.

- AI01 Even more Southenders agree that people from different backgrounds are valued and get on well together.
- AI02 The benefits of community connection are evident as more people come together to help, support, and spend time with each other.
- AI03 Public services are routinely designed and sometimes delivered, with their users to best meet their needs.
- AI04 A range of initiatives help communities come together to enhance their neighbourhood and environment.

Connected and Smart

- CS1 It is easier for residents and people who work here to get in and around the Borough.
- CS2 People have a wide range of transport options.
- CS3 We are leading the way in making public and private travel smart, clean and green.

- CS4 Southend is a leading digital city with world class infrastructure, that enables the whole population.

4.2 Consultation and codesign/coproduction

4.3 From January 2021 work began on coproducing three adult social care strategies. The drafts were produced after conversations with residents of Southend and contained three elements:

- Caring Well
- Living Well
- Ageing Well

We met Cabinet members on the 19th of July 2021 to give a briefing on the draft five-year Adult Social Care Strategies.

4.4 Southend on Sea Borough Council carried out a public consultation on the Strategies between 2nd August 2021 to 26th September 2021. The website **‘Your Say Southend’** was the main online consultation space. It included information about the strategies, surveys and room for ideas for anyone wishing to engage.

	Total Visits	Max Visitors Per Day	Visited Multiple Project Pages	Downloads of Strategies	Completed surveys
Caring Well	314	46	61	36	9
Ageing Well	382	56	79	40	25
Living Well	488	80	81	32	29

4.5 We originally planned to hold face to face engagement sessions but due to Covid restrictions these were moved online and took place via Teams and Zoom. We know that not everyone has online access and so we included the options of holding telephone consultations and using paper surveys.

4.6 We implemented an extensive comms plan which included targeted ads via social media as well as more traditional methods such as radio and mainstream news media. We undertook engagement with various partners and other stakeholders from across Southend. The consultation allowed for positive and collaborative work with partner organisations such as South Essex Homes, Project 49, HARP, Age Concern and Mind, CCG.

4.7 We held seven online events in September after the main holiday period had ended. At the request of the people involved we changed the format of the Learning Disability event as they preferred to draw something rather than participate in conversations and we produced an easy read version of the living well strategy.

4.8 Financial Implications

There are no financial implications arising from a formal commitment to the three ACS strategies.

4.9 Legal Implications

There are no legal implications arising from a formal commitment to the three ACS strategies.

4.10 People Implications

There are no staffing implications of a commitment to the three ACS strategies.

4.11 Property Implications

There are no immediate property implications to the three ACS strategies.

4.12 Equalities and Diversity Implications

The development of the three ACS strategies has not had any adverse impact on any protected characteristic. The priorities in the Strategies have been co-produced and are specifically designed to promote equality, tolerance and understanding between people of all ages and to break down barriers to participation of underrepresented groups in the community.

4.13 Risk Assessment

Delivery of the three ASC strategies priorities will be set out in annual action plans and risks will be assessed as part of the action plan development process.

4.14 Value for Money

The three ASC strategies reflects ambitions to shift resources towards preventing the increasing demand of more people presenting with complex care and support needs, by delivering service in the community through strength-based approaches and utilising community assets.

4.15 Community Safety Implications

None

4.16 Environmental Impact

None

5. Background Papers

None

6. Appendices

1. Ageing Well Strategy 2022-2027
2. Living Well Strategy 2022-2027
3. Joint Caring Well Strategy 2022- 2027

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Ageing Well Strategy

for Southend-on-Sea Borough Council

2022–2027

Foreword from the Director



Tandra Forster

Executive Director Adults and Communities,
Southend-on-Sea Borough Council

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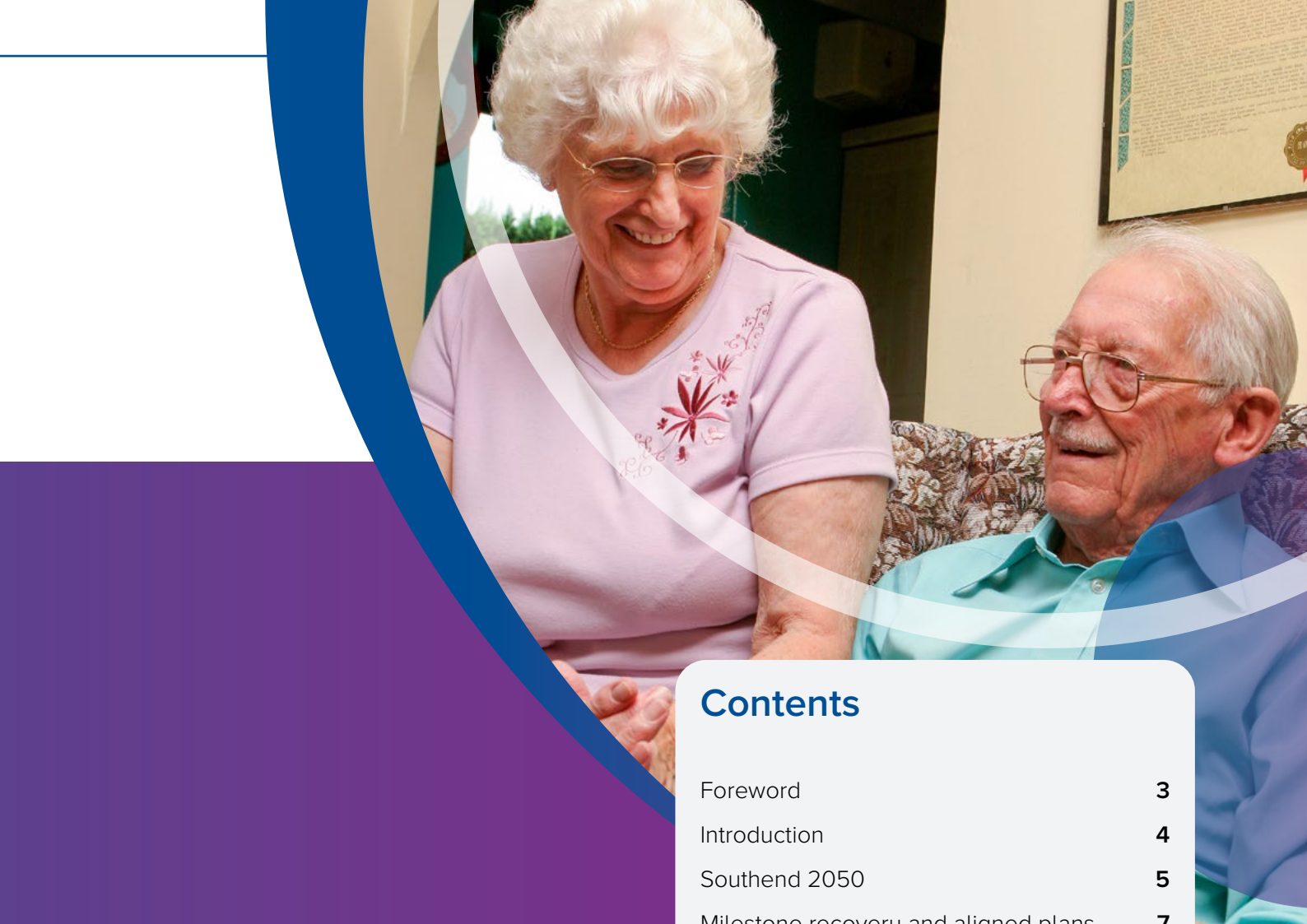
“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

I am delighted to write this foreword for our Ageing Well Strategy which focuses on people who are 65 years of age and older, although as you will read below this strategy is much broader in ambition than focusing on a particular age or number.

I recently came across what I think is a very appropriate quote in a social care future blog, which for me absolutely sums up the social care future we seek together in Southend.

‘We want to live in the place we call home with the people and things that we love communities that look out for one another doing the things that matter to us’.

I appreciate that for some people this has been a really challenging time because of Covid and the restrictions and you may question whether this is the right time to think about a five-year strategy. However, I would say this is the perfect time for us to build on the fantastic work that happened across the community during the pandemic, and it offers us the opportunity to rethink social care in Southend. People who are 65 and over have told us that one of their main priorities is to be able to



remain as independent as possible for as long as possible. They value socialisation and want to stay connected to their community whilst also being able to participate in activities, with support to do so if they need it. People also told us they want to be able to access and use technology as they fear being ‘left behind’ but we also recognise that using technology isn’t for everyone.

I would like to take the opportunity to thank those residents who worked with us to produce this five-year strategy which sets out how we can all work together to ensure that older adults are able to live and thrive in Southend. The messages you have given us are clear, and I recognise how important it is that we continue to listen and work with you to ensure we are able to deliver the aims set out in this strategy.

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Introduction

This Ageing Well strategy takes into account the needs of people as they get older. Whilst similar strategies are typically aimed at people who are 65 and over, which has traditionally been when people have retired, many people may not regard themselves as ‘old’ at this age. It is for this reason that our Ageing Well Strategy will not limit its ambition to an arbitrary age but instead aim to create an environment and a community that embraces ageing and allows people of all ages to live well together in Southend.

The age range covered by this strategy includes a wide variety of needs from the active and well to those who will have significant care needs. This strategy also comes at a time of significant change and of recovery from the COVID 19 pandemic. We can and will learn lessons from the way in which people have often been innovative and adapted to the difficulties they have faced. We should also take encouragement and build on the enormous effort and power of the community to help themselves through the last twelve months and look at ways of maintaining and strengthening this community spirit. This strategy builds on the priorities set out in the **Adult Social Care Milestone Recovery Plans 2020-2022**. Projects taken forward under these plans have already begun to address these long-standing inequalities.

In producing this strategy initially, a small group of older people codesigned the priorities. These priorities were then taken for a wider conversation with groups of older people across Southend and online via the Councils engagement platform **Your Say Southend**. It is important to recognise that this strategy is just the starting point in an ongoing conversation with people and we will continue to review this strategy based on those conversations.

This strategy includes a delivery plan which will be updated annually and co-produced through engagement with support groups across Southend.

Southend 2050

Southend 2050 is the community vision for the future of Southend. This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this.

We received thousands of responses which provided a rich source of information from which the ambition has been developed. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

This strategy will help to deliver on several of the outcomes for Southend 2050 namely:



Safe and Well

- Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives.
- Carefully planned homes and new developments have been designed to support mixed communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well.
- Effective, joined up enforcement ensures that people feel safe when they're out and high-quality care is there for people when they need it.



Active and Involved

- Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old.
- This is a place where people know and support their neighbours, and where we all share responsibility for where we live.
- Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.



Connected and Smart

- Southend is a leading digital city and an accessible place.
- It is easy to get to and easy to get around and easy for residents, visitors and businesses to park.
- Everyone can get out to enjoy the Borough's thriving city centre, its neighbourhoods and its open spaces.
- Older people can be independent for longer.
- Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open up business and leisure travel overseas – but in balance with the local environment.

Milestone recovery and aligned plans

As part of the recovery from the COVID pandemic, commissioners in Southend worked with adult social care and NHS staff in 2020 to draw up priorities for action in the next 18 months (over the period 2020-2022).

Three **milestone plans** were agreed and published in late 2020 (one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages). A shared priority of each of these plans was to develop longer term, five-year strategies with more detailed priorities for action over the period 2022–2027.

This five-year strategy for Ageing Well sits alongside two additional strategies entitled Caring Well and Living Well which are currently being developed.

Commissioning plans 2021–2024

Southend commissioners have been working on the coproduction of a suite of documents that will support the delivery of the priorities in this strategy and the other two five-year strategies, Caring Well and Aging Well. These will be published in 2022/2023 on the council's website and will include:

- Market Position Statement
- Workforce Development Plan
- Quality Strategy



Our vision for Adult Social Care in Southend

Our overarching vision for Adult Social Care in Southend is:



“

“To work collaboratively with people to enable them to live safe, well and independently in the community, connected to the people and things they love.”



We will achieve this by:

- Listening to people and focusing on their strengths.
- Transforming care and support to ensure that there are flexible options that enable independence.
- Getting the best value from the Southend pound for the people we support.

Delivering this will mean people in Southend:

- Can easily access information and advice that connects them to support that helps prevent, reduce, delay the need for care and support
- Can lead the discussion where they might need more formal assessment
- Are supported to live well and longer in their community with choice and control
- Have a good experience of the care and support they receive
- Have a smooth transition into adult services with a focus on their potential and living independently

An Age Friendly Community for Southend

This strategy provides a clear vision which helps people to remain healthier for longer. When help is needed, wherever the health and care system is accessed, the process will be seamless and as stress free as possible.

The strategy will help organisations that look after the health and wellbeing of older people to focus scarce resources on the things that matter most to people locally. This includes GPs and other health service providers and organisations providing housing, leisure facilities, transport and those who help make sure the community is a safe one.

To support the principle that this strategy should be about more than just the provision of effective health and social care services for older people and giving people a “life not a service” the five-year strategic priorities for older people in Southend are set within the **UK Age Friendly Communities** domains of:

- Outdoor spaces and buildings
- Transport
- Housing
- Social Participation
- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community support & health and social care services

It is the ambition that within the five-year strategy period, Southend will become a member of the Age Friendly Communities network and make significant progress in delivery against these eight domains.

The first priority in year one of this strategy will be to carry out a baseline assessment of how well Southend is performing against each of these areas.

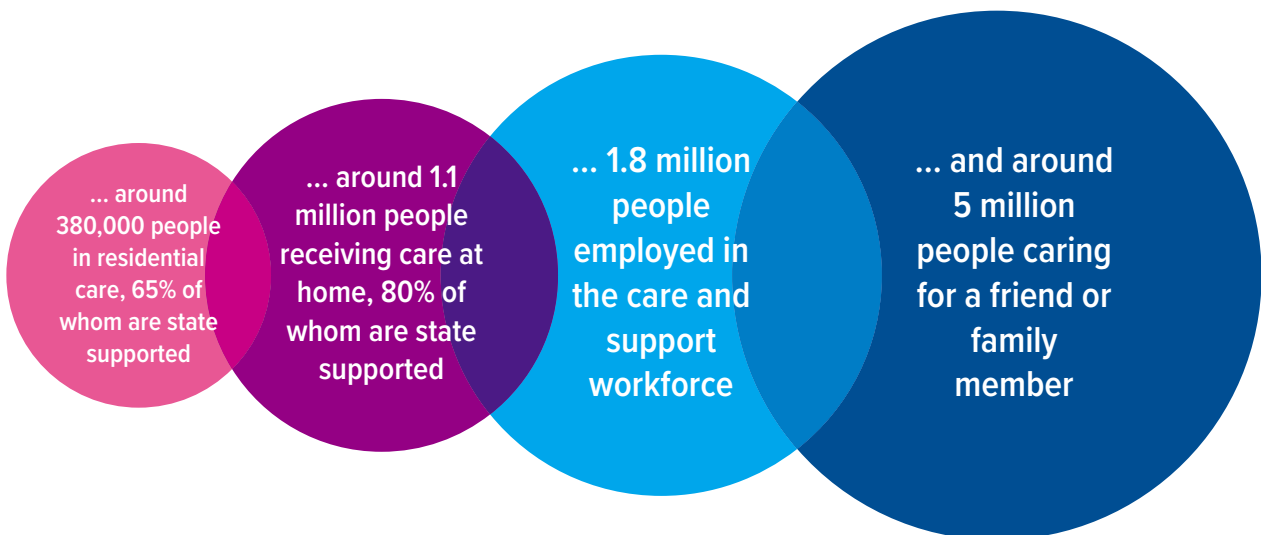


Where are we now?

Population trends

Care and support affects a large number of people. The need to encourage and engage people in the community is therefore significant.

In England there are...



In 2019/20, there were 1.9 million requests for adult social care support from people new to social care, an increase of 6% since 2015/16.

Across the United Kingdom the number of older people is increasing significantly, placing ever greater demands on local authority resources. Over the next 20 years the population in England is expected to grow by almost 10%. The number of people aged 75+ is expected to grow by almost 60% - an additional 2.7 million people.

The population of Southend is estimated at 182,463 (Feb 2020) and this is projected to grow to 203,000 by 2031. Older people in Southend are living longer and the number aged over 65 is projected to increase from 35,000 to 36,500

by 2031. This is something to celebrate. We value and appreciate the immense contribution older people in Southend make to their communities. There is a noticeable variation in age distribution across the Borough's electoral wards with the lowest number of older people in Kursaal and the highest in Belfairs ward.

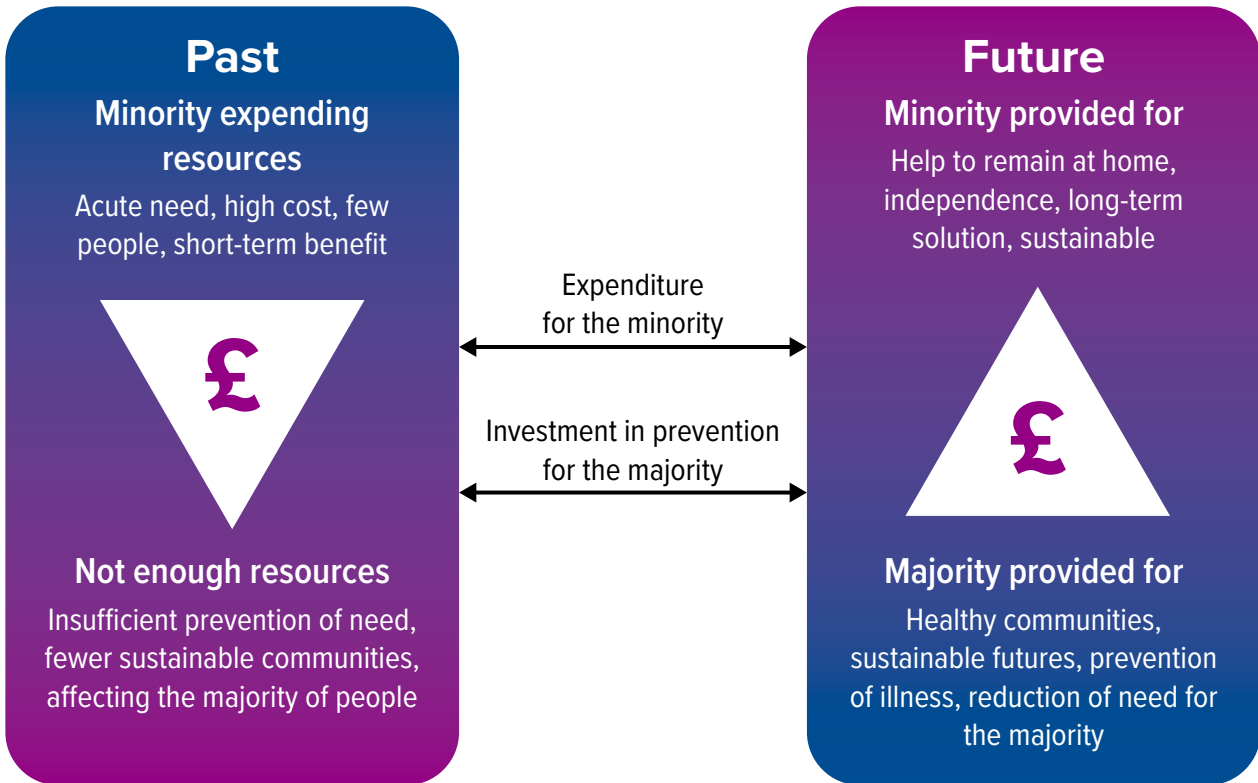
In the coming years there will be a significant increase in the number of people approaching retirement. This group will form an important resource of active retired people in Southend.

The changing landscape of provision for older people also comes in the context of economic challenges. These challenges affect everyone, from central government, through local authorities to individuals.

Economic situation

Local strategies take account of local needs. Research, government policy, and economic and social developments have an influence on the welfare of people living in each different area in the United Kingdom.

In Southend the needs of people are prioritised in order to act with the greatest fairness possible. Put simply this means that resources must be allocated for the long-term benefit of the Southend community and for the majority of the citizens living in the Borough.



Health status

Healthy life expectancy at birth is 60.3 years in Southend for males compared to 63.3 in England average. For females it is 78.6 compared to 79.5 years.

However, there is a significant variation in life expectancy in different parts of the Borough. Those in the wealthiest wards live on average 10-11 years more than those living in the poorest areas. There is also evidence of poorer health outcomes for some groups of Black, Asian and Minority Ethnic (BAME) older people living in Southend. The priorities in this strategy will begin to address these long-standing inequalities.

These inequalities are likely to have worsened due to the COVID pandemic as research has shown that those most deprived have borne the biggest burden from COVID. In addition, we know that as a result of national and local lockdowns during the past 12 months (March 2020-21), many older people may have lost significant physical strength and mobility and will therefore be at an increased risk of frailty and future falls.

Their mental health may have suffered too due to increased social isolation and the restrictions on their movement and daily activities. There is increasing evidence of growing need for community mental health support and this will be an important priority to address.

Southend already has a higher rate of physical inactivity across all adults (24%) and a higher prevalence of overweight and obesity (68%) than the national and regional average. The proportion of people of excess weight is higher in Southend: (66.8% against 64.6%), while levels of physical activity (52.1% against 57%) are lower than the England average.

The incidence of diabetes, obesity, and dementia are all on the rise both nationally and in Southend. Southend has a higher proportion of people with 3 or more long term health conditions (LTCs) than the England average. The prevalence of people over 65 diagnosed with dementia in Southend is 4.7%, slightly higher than the England average of 4.3%.

For women, over 60% of the deaths which account for the difference in life expectancy between most and least deprived wards in Southend are lifestyle related deaths caused by cancers, circulatory and chronic diseases. For men, over 70% of the deaths which account for the difference in life expectancy between most and least deprived wards in Southend are also lifestyle related deaths caused by cancers, and circulatory and respiratory diseases.

Care and Support for Ageing Well in Southend

Community support from the Voluntary Community and Social Enterprise sector (VCSE) for older people in Southend is positive and thriving.

The future strategic approach to supporting to age well will focus on interventions which enable people to maintain their own wellbeing, and which prevent ill health. Preventative interventions are sustainable and desirable compared to specialist interventions which are needed to address acute health and wellbeing problems. By focusing on positive early interventions in order that older people remain well we will minimise the numbers needing specialist intervention and health and social care services.

There is an extensive Information Advice and Guidance (IAG) offer across multiple agencies in Southend with **Livewell Southend** acting as the main IAG online service for the Borough. IAG for older people is sought from community groups such as Age Concern Southend, Folk Like Us or via a residents Housing provider such as South Essex homes.

Support to help people to stay fit and healthy is provided via NHS Health Checks, sport and exercise programmes and strength and balance classes to try to prevent the risk of falls or help someone recover after a fall.

Most older people who need adult social care services receive homecare or care provided in their own home. Homecare currently supports approximately 1,200 people living in Southend.



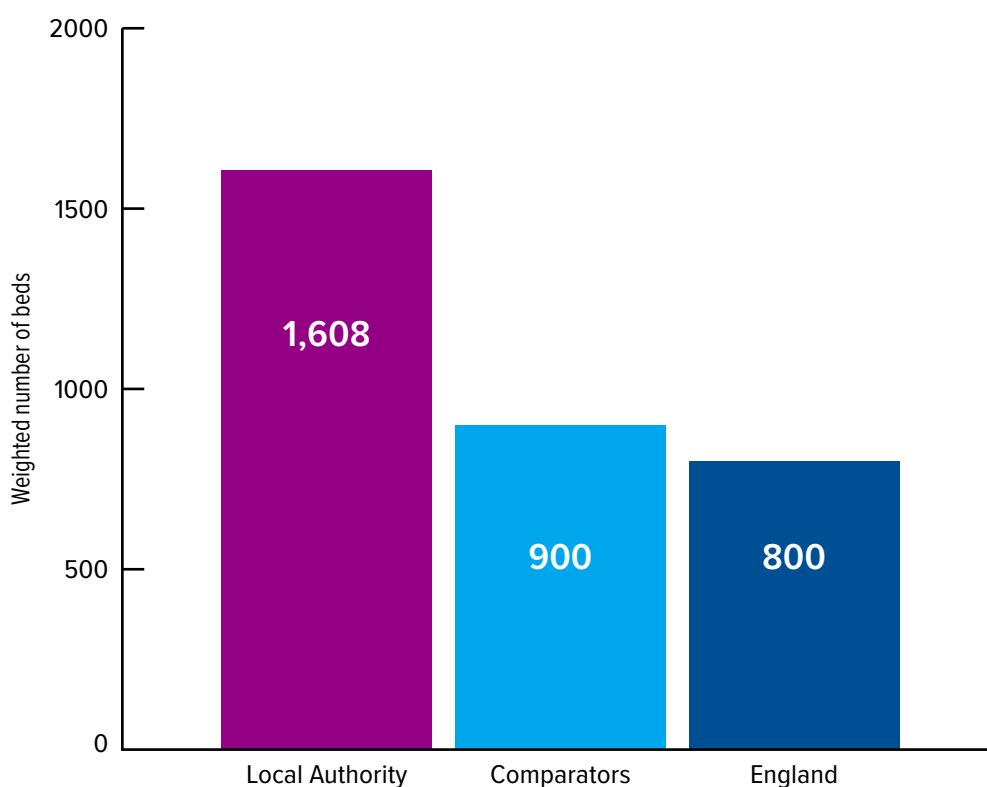
Services provided at home or in a short-term care bed can also include 'reablement' which means that a person is supported to recover and relearn to carry out their daily activities themselves, in some cases with the help of equipment or assistive technology devices. This type of support is called 'intermediate care' and is often needed following a stay in hospital or to avoid a hospital admission.

Some people receive help to remain in their own home through aids and adaptations such as accessibility ramps, grab rails, level access wet rooms. This is currently provided by a housing adaptations team in the Council who operate separately from the community equipment service who provide a wide range of smaller items of equipment for use in the home, which may include items like walking frames and raised toilet seats.

More older people (approx. 1,600 people) are living in Residential and Nursing care homes than would be expected when you compare Southend with similar areas. A typical Borough with our size of population would typically only have about 500 care home beds. This is due to a number of different reasons which include, the historic availability of lower cost accommodation often provided via the conversion of former guest houses, the lack of alternative accommodation such as Housing with Care sometimes known as 'Extra Care Housing' and the attractiveness of Southend as a seaside retirement destination of choice.

There is a need to strengthen the care and support available to people in their communities to help them remain in their own homes for as long as possible.

Residential care beds per LA population (age 65+)



What have people told us?

Co-design with older people, a strategic review of the state of the care market in Southend and research into the local evidence base have together identified our key priorities for action.

In Summer 2020, to develop these priorities, we first spoke with groups in Southend that represent older people (Folk Like Us, Age Concern Southend). This is what was important to them:

- Keeping well
- Dementia support for those caring for and living with dementia
- Being healthy
- Socialising
- Keeping active
- Support from family/partners
- Mental stimulation and having some interests
- Connecting with people (not being isolated)
- Remaining as independent as possible
- Staying informed of what is going on
- Knowing how to volunteer
- Making homecare more personalised and person centred

We then held five online sessions during February and March 2021 with a small group of older people and used case studies to provoke debate and discussion on what our priorities should be over the next five years (2022-2027). They thought that we should focus on the following priorities:

- **Effective prevention in supportive communities** which promote good health, wellbeing, involvement and combat isolation in personally managed ways
- **Activity and exercise** – we need to keep older people moving and active to prevent ill health and maintain/regain their strength and mobility
- **Carers /family support** – there is a need to look at the ‘whole family’ support and consider the needs of carers and plan ahead for the future
- **Transport** – there is a need to ensure people can remain independent and mobile when they can no longer drive
- **Community mental health and care services working together** to aid recovery and provide joined up and ongoing support to reduce the need for acute mental health care

- **Development of a range of different types of housing** which allows people to remain at home as long as they wish with support to move home if they want and a service to help them adapt their home if they want to stay put.
- **Good quality information and advice** and straightforward access to housing, health, care and support and advice services including a directory of support both online and in paper format.
- **Access to the internet** and support with the development of skills to use it
- **Better recognition and support for carers**, particularly older carers and planning for the future for both the parents and the adult child
- **Improve community awareness of the needs of older people** and promote volunteering and befriending services

- **Real choice and control over services** which are priced and affordable and promote self-management
- **Services which are effective, efficient, accessible** and of good quality when and where needed
- **Intergenerational understanding and respect** – positive messages about the value of older people in Southend and their contribution to the community together with increased opportunities for older and younger people to work together in the Borough.

They supported the idea of placing these priorities within the Age Friendly Communities framework.



What are we going to do? – Our priorities for action

One of the first priorities is to complete a baseline assessment against each of the eight domains of the Age Friendly Communities framework. However, some priorities have already been agreed through co production and the development of the milestone recovery plans in 2020 are suggested as initial areas to take forward in 2021-22.

1. Outdoor spaces and buildings

The outside environment and public buildings have a major impact on the mobility, independence and quality of life of older people.

Accessible public buildings, walkable spaces including parks, seating and public toilets all contribute to being age-friendly and can make all the difference to people of all ages and abilities.

As part of the baseline assessment, we will carry out an audit of public buildings with a view to recommending improvements. We will also work to incorporate good design for older people into the Southend Local Plan.

2. Transport

We want to reduce the number of hospital and residential care admissions as we realise these are not always the best places for people to be in. We know our current offer of support for people in their own homes is too traditional and is also inconsistent in coverage across the Borough. We recognise that people often do not know where to go to access advice information and advice about the support that is available to them in Southend. People have also told us they would rather access services in their own community

The most frequent reasons for not using public transport among those 65 and over are that it's not convenient and doesn't go where they want. Add on to that the fact that driving rates decrease with older age, and the need for better transport in age-friendly communities starts to become clear.

We will carry out a review of transport availability and options for older people and look to creating community focused solutions to promote local employment and economic opportunities.



3. Housing

National surveys show that more than 80% of homeowners aged 65 and over want to stay where they are. While wanting to make the choice about where you live doesn't change in later life, the practicalities around it can. 20% of homes occupied by older people in England failed the Decent Homes Standard in 2014.

Southend currently has almost 1,600 Residential and Nursing home beds for older people. Similar sized local authorities (with approximately 200,000 people) would typically have no more than 500 beds. This leads to an over reliance on traditional care settings. Many of the buildings used for care homes are no longer fit for purpose to look after those with dementia and complex needs.

A 2017 review of sheltered housing in Southend has yet to lead to significant change to the model of support and the range of housing available to older people. We need to revisit the recommendations from this review and consider how and if existing sheltered housing can be remodelled and if not work in close partnership with strategic housing on a shared business case.

There is currently only very limited Extra Care Housing provision in Southend with only 30 flats across two schemes in the Borough. Extra Care Housing or housing with care on site has several advantages over Residential or Nursing care homes. Older people living in Extra Care Housing have a tenancy or can buy their flat

outright in the scheme and with either option can maintain their rights, greater independence and have a choice over the care that is provided to them in their own property. In addition, there is a strong financial case for developing this type of accommodation as Southend-on-Sea Borough Council would only be responsible for funding the care costs and not the housing costs.

Evidence produced by the Housing Local Improvement Network (Housing LIN) suggests that we should have 400 homes of this type to provide for the needs of older people in Southend based on the percentage of those over 75 living in the Borough.

Not all the housing for older people living in Southend is up to modern standards and some of it needs significant adaptation to meet their current and future needs. We need to work in partnership with South Essex Homes and other Registered Social Landlords to identify the improvements that are required to bring all housing up to modern standards including the consideration of how digitally enabled the current and future provision can become.

Our priorities for housing are to:

- Move away from an over reliance on Residential and Nursing care homes for older people. This will mean a significant reduction in care home beds being commissioned by Southend-on-Sea Borough Council (and a resulting reduction in placements into these homes) and a shift to Extra Care Housing and care at home. It is anticipated that this shift will be realised in several ways; by an increased investment



in reablement and short-term care, a significant increase in care at home and a programme of cultural and practice changes to being embedded in Adult Social Care operations (Strengths Based Approaches).

- Commission a needs analysis and develop a plan to increase choice of housing for later life in Southend
- Develop and agree a business case for a capital investment programme of additional homes for older people with care and support on site (Extra Care Housing). The resulting programme is anticipated to lead to three or four ECH scheme in the Borough being operational in the next 5-10 years.
- Learn from the 2017 review and carry out a further review of the existing sheltered housing services in Southend to ensure they are fit for purpose now and into the future.
- Expand the Home Share service to recruit more carers to support more older people to continue to live at home. Home Share is for the older person to give a room free of charge to a younger person in exchange for some support around the home and companionship. A feasibility study will be undertaken to assess the potential for this service to benefit more older people living in the Borough.
- Ensure that housing for older people is fit for purpose, is warm, energy efficient and adaptable to meet changing needs
- Plan for the future housing needs of older people in Southend by making sure that Local Development Plans and Policies prioritise an increase in the supply of accessible and adaptable homes for older people. This might be achieved by the remodelling/adaptation of existing housing stock but more likely from an Affordable Homes programme where a guaranteed percentage is mandated to reach the Lifetime Homes standard for accessibility.

4. Social Participation

People over 50 who volunteer or otherwise actively participate in their community tend to be happier as a result and tend to report both more and deeper relationships with others. Interacting with people around us is essential in helping prevent loneliness.

There are approximately 10,000 older people living at home on their own in Southend. Older people in need of long-term care and support at home also tend to become increasingly isolated. These people will be supported to connect with social networks already well established in Southend through referrals from their GP or other contacts to 'Community Connectors'. Community Connectors are people living in the Borough who volunteer to be the 'glue' that holds communities together through their local knowledge and networking skills.

5. Respect and social inclusion

While people in their 70s are more satisfied with their lives than any other age group, 60% of people over 50 don't think that older people get enough respect in society. Older people report experiencing conflicting types of behaviour towards them. Many feel they're respected while others experience lack of consideration.

One of our priorities will be to promote intergenerational understanding and respect through positive messages about the value of older people in Southend and their contribution to the community and by increasing the opportunity for older and younger people to work together in the Borough.

6. Civic participation and employment

Good quality volunteering in later life has a measurable positive impact on mental health and paid work can have a positive impact on wellbeing as well as finances. However, the opportunities for this diminishes with age: 72.3% of people aged 50-64 are in work, compared to 85% of people aged 25-49.

Here we will work with the existing VCSE sector in Southend, such as Southend Association of Voluntary Services (SAVS), Volunteering Matters, to coordinate a volunteering bureau and support to expand the range of opportunities for older people to get involved in volunteering.

7. Communication and information

While most information is now shared online, 47% of people aged 75 and over have never used the internet. The information may be out there, but it isn't always accessible for older people. We need to work closely with groups in the community that support older people to be confident in getting online and making the most of its potential.

There is a diverse range of Information, Advice and Guidance (IAG) services targeting older people in Southend and evidence of duplication of effort. A streamlined service offer will target these services to those most at need. We have already begun a project to review all of the IAG provided across Southend and the current digital platform (Livewell Southend). This project will result in a refreshed and improved IAG offer by April 2022.

8. Community support & health and social care services

By the time people reach their 80s, 54% of adults need help with one or more daily activities like bathing, cooking, or using the toilet unaided. As the older population grows, the need for health services and support in the community grows too.

Increased investment in prevention and early intervention will lead to longer-term savings for the Council and partners and promote better outcomes for older people.

We need a renewed focus on keeping older people physically active to maintain their strength and mobility and promote positive mental health. Existing physical activity programmes should be better targeted at those areas that are more deprived in Southend and at communities that evidence poorer health outcomes.

As people age, their bone density and mobility tend to deteriorate. This deterioration can often be slowed by ensuring that someone maintains their strength and agility and has frequent health checks to monitor any increased frailty. Further development of the existing frailty pathway to include falls prevention and a stronger assessment and early identification of those people likely to fall is already being planned by our Public Health team in partnership with the service provider. This will involve reviewing the current offer and the outcomes achieved and placing a stronger emphasis on preventing falls rather than just recovery from a fall.

When we spoke to groups of older people in the summer of 2020, one of the things they told us they wanted was more personalised and person-centred homecare for themselves or their relative.

The current homecare service in Southend is commissioned by 'time and task' and is rigid with set care plans – we need to change this to commission to promote the overall outcomes for the person and not in blocks of time. The current model is inflexible, and providers are not empowered to adjust someone's care and support in partnership with them and their families/carers. For that to become a reality, we will need to work with our care providers in a different way and trust and empower them to deliver and evidence positive outcomes with flexibility of how and when they provide care and support to older people living in their communities.

We will also need to work to shift the culture and expectation of some people and their families/carers that because they are sometimes in part funding the care that they receive that this care must always be provided at fixed times of the day every day. The homecare service is not holistic – it needs to be broadened to include a wider conversation with the person about their home environment, equipment needs and their existing community connections.



The aim of this piece of work is to:

- Align the model of long-term homecare support to the four Locality based Networks in Southend and the five Primary Care Networks (PCN) of GPs
- Shift the commissioning and contracting of homecare from a transactional time and task-based model to a 'community wellbeing team' model. A pilot project will test this model in one locality and following a review of the most effective model this will be rolled out Southend wide. Homecare workers will then act as community connectors for older people and providers will be trusted to manage each person's outcomes. Everyone assessed for



homecare and support will include ongoing conversations about their equipment and housing needs as well as social care support.

The pathways into and out of hospital for older people need greater therapeutic input to enable people to achieve the best outcomes and to deliver the support that is needed without unnecessary delay.

Recent evidence from the **Care Quality Commission** (CQC – the health and social care regulator) reveals that too many older people are being admitted to Accident and Emergency departments unnecessarily. Southend is underperforming on access to reablement from hospital and too many people remain for too long in ‘short stay’ beds following discharge from a hospital.

- A redesign of the short-term assessment and reablement pathways and support models to get people back on their feet and reduce delays in accessing this support when an Older Person is discharged from hospital.
- Increased support for Admissions Avoidance to hospital including the efficient use of short-term beds for assessment of need from a community setting i.e., the persons’ own home.
- Development of the Southend community equipment service to include the wider use of Assistive Technology devices to prevent or delay long term care and reduce the risk of social isolation. There are a number of pilots in different settings across Southend that can be brought together, and the evidence shared with a view to including these within the mainstream service offer. This could include devices that are widely available on the market, such as Amazon Alexa or Google Play.

How will we know we have been successful?

Southend Council will continue to invest in provision for those whose needs are greatest.

- A formal commitment will be made for Southend to become a UK Age Friendly Community by 2027.
 - Public buildings, walkable spaces including parks, seating and public toilets will have been reviewed with recommendations to becoming 'Age Friendly'.
 - Age Friendly Transport and options with community focused solutions.
 - Partnership working in place to identify improvements required to bring housing up to modern standards including the consideration of being digitally enabled.
 - People supported to connect with social networks through their GP and through Community Connectors.
 - Intergenerational respect by increasing the opportunity for older and younger people to work together.
 - A range of opportunities for older people to get involved in volunteering.
 - A streamlined Information advice and guidance service fully accessible.
 - A local community wellbeing social care offer with options that take into account people's networks, strengths and current situation.
- A steering group with lead for each priority area in this strategy will work to establish a baseline of where we are now, to allow us to monitor progress on where we want to get to by 2027.

Delivery and action plan

An annual co-produced delivery plan for this strategy will set targets for improved outcomes older people. This plan will clearly identify leads for each of the priorities and it will be reviewed by the Adult Social Care Recovery Board with further oversight being provided by the Health and Wellbeing Board.






First version published - January 2022

This document is published by Southend-on-Sea Borough Council. A summary can be provided in alternative formats such as Braille, audio-tape or in large print.

Translations of this document in alternative languages are also available upon request.

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Caring Well Strategy

for Southend-on-Sea Borough Council

2022–2027



Foreword from the Directors



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Tricia D'Orsi

NHS Alliance Director, Castle Point & Rochford
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We are delighted to write this foreword for our Caring Well Strategy which focuses on people who provide unpaid care and support to their friends and loved ones and we wanted to take the time to recognise what a valuable role they play.

In a social care blog recently, there was something that we feel absolutely sums up the future for health and care that we seek together in Southend.

“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

We appreciate that for some people this has been a really challenging time because of Covid and the restrictions and you may question whether this is the right time to think about a five-year strategy. But we think this is the perfect time for us to build on the fantastic work that happened across the community during the pandemic, and it offers us the opportunity to rethink social and health care whilst considering how we can maximise the health and wellbeing of the people of Southend.

When we spoke to carers in Southend, many of them told us that looking after an ill, older or disabled loved one, is just something they do without a second thought. They told us about



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“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

some of the challenges they face which can include becoming isolated from their friends, struggling to find the right information and advice for both themselves and the person they care for as well as not always being involved in decisions about care and support. This strategy provides us with an opportunity to address some of those challenges.

We would like to take the opportunity to thank those carers and the people they care for who have worked with us to produce this five-year strategy which sets out how we can ensure that they are recognised for the vital part they play and how we can support them to continue in that role. The messages you have given us are clear, and we recognise how important it is that we continue to listen and work with you to ensure we are able to deliver the aims set out in this strategy.

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Introduction

Carers, of all ages, play a significant role in preventing the need for more formal care and support for the people they look after. The health and social care system continues to rely heavily on unpaid care, it has a central role in our health economy and there would be a huge cost involved should we need to replace this care.

We recognise in Southend-on-Sea that supporting carers is the responsibility of everyone. This includes organisations working directly with carers and the cared for, across the statutory and voluntary sector, and with the community, and families. We have a shared responsibility to provide an effective, efficient, and co-ordinated service to support carers health and wellbeing.

This strategy has been co-produced with Southend-on-Sea carers and they have helped develop eight priorities for the next five years. The strategy sets out the commitment from both the Council and the NHS Clinical Commissioning Group to carers and describes how we intend to meet the key priorities that carers and the people they care for have told us are most important to them together.

It is important to recognise that this joint strategy is just the starting point in an ongoing conversation with carers and relevant stakeholders. It includes a delivery plan which will be co-produced through continued engagement with carers and their support groups. We will continue to review this strategy based on those conversations and the delivery plan will be updated yearly.



Southend 2050

Southend 2050 is the community vision for the future of Southend. This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea.

These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. We received thousands of responses which provided a rich source of information from which the ambition has been developed. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

This strategy will help to deliver on several of the outcomes for Southend 2050 namely:



Safe and Well

- People in all parts of the Borough feel safe and secure at all times
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community
- Residents feel safe and secure in their homes



Active and Involved

- Even more Southenders agree that people from different backgrounds are valued and get on well together
- Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering
- Residents are routinely involved in the design and delivery of services
- More people have physically active lifestyles, including through the use of open spaces

South East Essex Place Plan

The priorities for the NHS in Southend Essex are set out and described in a plan that has been developed in partnership with a wide range of organisations across south east Essex that come together as the South East Essex Alliance.

Our vision is that empowered citizens that are well informed to make a choice and have control over their health and wellbeing. The NHS's role in this is to help enable smooth and easy access to integrated health and care provision. We will do this by working alongside citizens, stakeholders and partner organisations, including Southend-on-Sea Borough Council, in an equal partnership to create an environment and culture that unites us all, that organises services and activities around people, and that has active citizen engagement.

One important way for NHS Southend CCG to facilitate this will be to work with people to prevent problems escalating and to intervene earlier, or to ensure that they have the right support when they reach crisis point. This Carers' Strategy, and the detailed implementation plans that will flow from it, are important parts of our approach to achieving this.



Milestone recovery and aligned plans

As part of the recovery from the COVID pandemic, commissioners in Southend-on-Sea Borough Council worked with adult social care and NHS partners in 2020 to draw up priorities for action in the next 18 months (over the period 2020–2022).

Three **milestone plans** agreed and published in late 2020 (one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages). A shared priority of each of these plans was to develop longer term, five-year strategies with more detailed priorities for action over the period 2022–2027.

This joint Council and CCG five-year strategy for Caring Well sits alongside two additional Council strategies entitled Living Well and Ageing Well.

Commissioning plans 2021–2024

Southend commissioners have been working on the coproduction of a suite of documents that will support the delivery of the priorities in this strategy and the other two five-year strategies, Caring Well and Aging Well. These will be published in 2022/2023 on the council's website and will include:

- Market Position Statement
- Workforce Development Plan
- Quality Strategy



Our vision for Adult Social Care in Southend

Our overarching vision for Adult Social Care in Southend is:



“

“To work collaboratively with people to enable them to live safe, well and independently in the community, connected to the people and things they love.”



We will achieve this by:

- Listening to people and focusing on their strengths.
- Transforming care and support to ensure that there are flexible options that enable independence.
- Getting the best value from the Southend pound for the people we support.

Delivering this will mean people in Southend:

- Can easily access information and advice that connects them to support that helps prevent, reduce, delay the need for care and support
- Can lead the discussion where they might need more formal assessment
- Are supported to live well and longer in their community with choice and control
- Have a good experience of the care and support they receive
- Have a smooth transition into adult services with a focus on their potential and living independently

The Mid & South Essex Health and Care Partnership Vision

The Mid and South Essex Health and Care partnership brings together NHS organisations and local authority adult social care and children’s services under a single umbrella partnership focused on understanding and meeting the health and care needs of the population of Mid and South Essex, including Southend. This includes understanding and supporting carers as a fundamental part of the local health and care system. This includes:

- Helping every child to have the best start in life – including supporting carers.
- Find ways to support carers to better manage their own health and wellbeing.
- Move to a model of care for older people that supports the move from a reactive, hospital-centric, health and care offer to one of prevention, empowerment and community and personal resilience. This will include ensuring that there is sufficient support for carers, on whom the system relies so much on.
- Adopt an integrated approach to primary care and community-based services, to ensure all community treatment and support services are aligned to best meet the needs of patients and carers.



Where are we now?

The number of carers in Southend

There are many different sources of information about carers in Southend-on-Sea, including Carers registered with their GP; those known to the Council's commissioned carers service; those known to CCG commissioned services, such as local services for people with dementia; adult social care and young carers service, as well national statistics on the numbers of people claiming Carers Allowance. However, all of those sources have limitations in providing us with a complete picture when

considering the total number of carers in Southend, for example not every carer will claim Carers Allowance or be registered as a carer with their GP or with carers support services.

Perhaps the most accurate record of the number of carers in Southend is provided by the Census in 2011. Whilst recognising this information is now a decade old, it does at least provide us with the most complete picture of the number of carers in Southend.

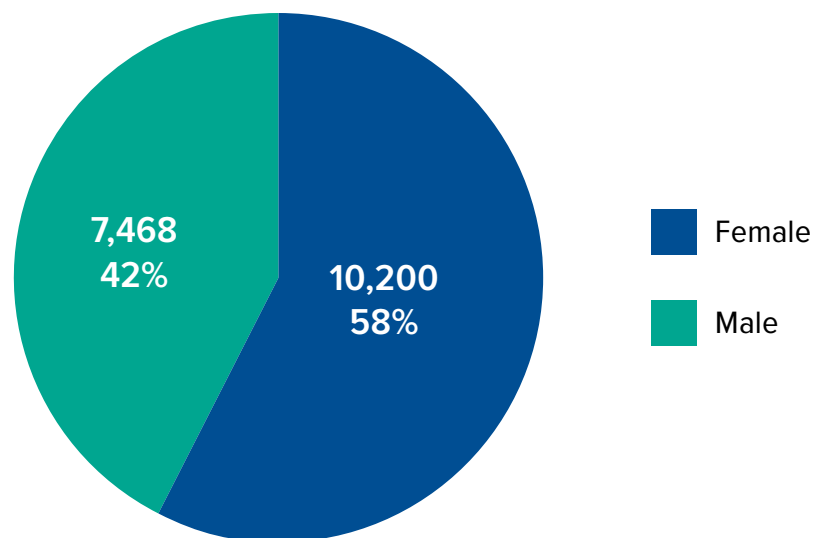
Table 1: Number of Carers in Southend

Southend-on-Sea Census 2011	Age 0–15	Age 16–24	Age 25–34	Age 35–49	Age 50–64	Age 65+	Total
Provides 1 to 19 hours unpaid care a week	310	617	939	2,924	4,604	2018	11,412
Provides 20 to 49 hours unpaid care a week	45	110	197	545	729	505	2,131
Provides 50 or more hours unpaid care a week	39	103	315	1,027	1,067	1,588	4,139
Provides unpaid care Total	394	830	1,451	4,496	6,400	4,111	17,682
Total population of Southend (2011)	33,037	17,884	22,905	38,061	30,973	30,798	173,658

Table 2: Number of Carers in Southend by ethnicity

Ethnic Group	% Southend population	% Southend population who provide unpaid care
White	91.48	94.58
Gypsy / Traveller / Irish Traveller	0.09	0.07
Mixed / Multiple ethnic group	2.10	0.87
Asian / Asian British: Indian	1.04	1.00
Asian / Asian British: Pakistani	0.61	0.38
Asian / Asian British: Bangladeshi	0.54	0.36
Asian / Asian British: Chinese	0.62	0.39
Asian / Asian British: Other Asian	0.89	0.61
Black / African / Caribbean / Black British	2.10	1.53
Other ethnic group	0.52	0.21

Figure 1: Gender of carers in Southend, Census 2011



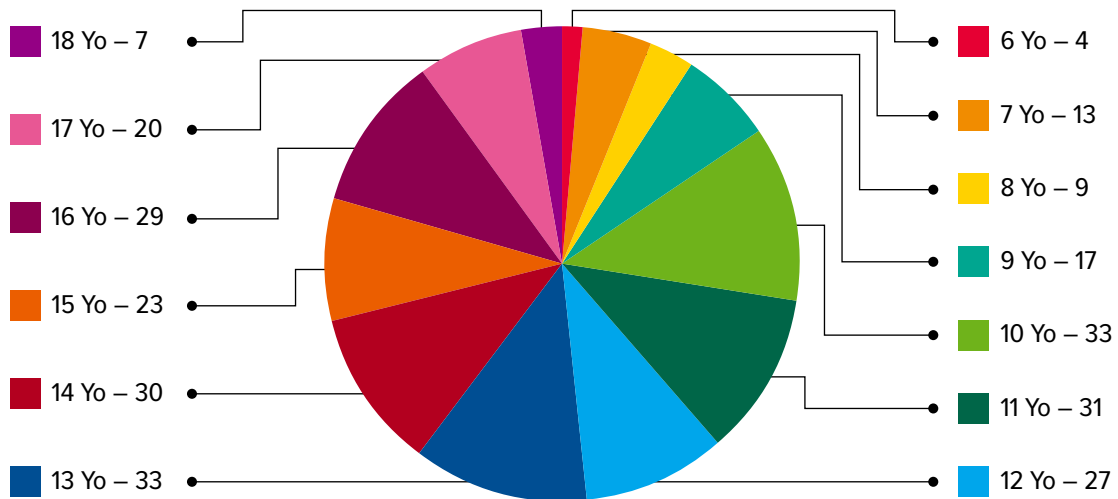
Young carers

Given the age of the data, the Census 2011 won't necessarily provide us with the most accurate data on young carers but the diagrams below illustrate the numbers of young carers currently registered with the Southend-on-Sea Borough Council's Young Carers Service.

Table 3: Total number of Young Carers in Southend

Carer	Number	Percentage %
Primary Young Carers	24	8.60
Secondary Young Carers	255	91.40
Total Young Carers	279	

Figure 2: Number of Young Carers in Southend by age



Demand Predictions

If the population projections for each age group are applied to the carers population from the Census 2011, it is estimated that there will be 20,878 carers in Southend by 2030, which is an increase of 3196.ⁱ

However, this is a very simple calculation that does not consider various specific local factors that are likely to have an impact on the number of carers in Southend-on-Sea. For example, the demand predictions do not consider that there is expected to be a 19% increase in the over 65 population in Southend-on-Sea by 2030,ⁱⁱ who may need additional support from family and friends.

Furthermore, it also does not consider research carried out as part of Carers Week 2020, that estimates 26% of the UK adult population is providing unpaid care since the coronavirus pandemic began.ⁱⁱⁱ This is more than double the number of unpaid carers recorded in the 2011 census which found there were 6.5 million carers in the UK.

This suggests there could be around 37,000 adults currently providing some form of unpaid care in Southend-on-Sea, and this number is likely to increase over the next five years.

ⁱ Office for National Statistics, 2018. [Population projections for local authorities: Table 2 - Office for National Statistics](#)

ⁱⁱ [Projecting Older People Population Information System](#), Accessed, July 2021

ⁱⁱⁱ Carers Week, 2020. [The rise in number of unpaid carers during the coronavirus outbreak](#)

What have people told us?

In early 2021, two carer community panels were formed: an adult carer community panel and a young carer community panel.

Over six weeks, we discussed the challenges and positives of being a carer in Southend-on-Sea. From these discussions, we developed eight priorities for the next five years.

These priorities have also been reviewed against the Southend-on-Sea Family Carers Survey 2020, 204 people responded to this survey between February-June 2020, and the National Institute for Health and Care Excellent (NICE) Guidelines and Quality Standards for supporting adult carers (there is yet to be similar guidance for young carers developed). This was to ensure that the priorities reflected the wider views and experiences of carers in Southend-on-Sea, as well as aligning with wider evidence and research.

The eight priority themes are:

- Identifying, respecting and valuing carers
- Information and support
- Carer's voice, knowledge and understanding
- Assessing carers needs
- Maintaining balance
- Helping carers stay in, enter or return to work, education or training
- Prepared for changes
- Integration and partnership



What are we going to do? – Our priorities for action

1. Identifying, respect and valuing carers

Identifying carers and encouraging them to come forward and to self-identify as a carer is an important step in preventing them from developing needs of their own and enabling them to remain safe and well. Many carers take years to recognise their role, which means they can miss out on crucial financial, practical, and emotional support in the meantime.

It is important to recognise that not everyone wants to be labelled or identify as a carer. Many of the people we spoke to told us that their caring role was just something they did as a mother, father, son, daughter, partner or friend of the person they cared for – it did not need to be defined. Some of the young carers we spoke to do not necessarily want people at school or college to know about their caring responsibilities.

However, in areas where carers felt valued and understood by their community, they were more likely to be able to maintain a healthy lifestyle, maintain relationships with close friends and family, and are able to get to essential shops and services, compared to carers who did not feel valued by their community.^{iv} Respecting and valuing the role carers play in our community will encourage more carers to identify themselves. This is

especially important for groups of carers who are currently under-represented in Southend-on-Sea, such as carers who do not identify from white ethnic group, male carers, and working age carers (18-64).

To address this, we will:

- Develop a range of information and training for frontline health and care professionals to enable them to increase their knowledge of this area. The aim will be to use every opportunity we can to identify carers, including through GP patient surveys, flu jab appointments, home visits, outpatient appointments and social care assessments. We will also look to improve identification of ‘hidden carers,’ such as young people who may be living with a parent with problematic drug or alcohol use, many of whom will take on caring responsibilities directly for that parent or for a sibling.^v
- We will raise the profile of carers in the community, including in schools, workplaces and the wider community to improve the understanding and recognition of caring.

2. Information and Support

We know that carers play a significant role in preventing the need for formal, paid care and support for the people they are looking after and it is estimated that care provided by

iv Carers UK, 2016. www.carersuk.org/for-professionals/policy/policy-library/building-carer-friendly-communities-research-report-for-carers-week-2016

v Children’s Commissioner, 2021. [Local and national data on childhood vulnerability | Children’s Commissioner for England](#) Children’s Commissioner for England According to the Children’s Commissioner for England’s [data on childhood vulnerability](#), there were 478,000 children living with a parent with problem alcohol or drug use in 2019 to 2020, a rate of 40 per 1,000.

family carers is worth £132bn p.a.^{vi} However often this is to the detriment of themselves which can make it exceptionally challenging to offer crucial practical, financial, and emotional support to carers, as they will always put the needs of the cared for before their own.

Being able to easily access accurate information that is consistently communicated is essential for carers and it is estimated that 40% of carers have missed out on financial support as a result of not getting the right information and advice.^{vii}

In the 2020 Southend-on-Sea Family Carers Survey, 44% of carers said they were not able to access the information, advice and guidance they needed to support them in their caring role. They also told us that when they were given information it was not always clear, for example, there was confusion around the different types of care packages that were available with terms such as reablement being used without anyone explaining what it meant.

Carers told us that having contact with a person who is knowledgeable, but not too formal, who they can offload to and who can offer practical support, but whose priority is the carer not the cared for, is really valuable. They also said that support needs to be flexible and meet the different needs and personal situations of carers, especially carers who are new to caring – a one size fits all approach does not work.

To address this, we will:

- Focus on particular ‘pressure points’ during the caring journey and work with colleagues in various teams (e.g., Integrated Discharge Team) to identify carers as key partners in care planning and to use these opportunities to improve the provision of information, such as at hospital discharge and during adult social care assessments.

- Improve the access to both mainstream and carer specific information, including explaining to people how they can best navigate the system and access the right advice to support them in their caring role. We will reinforce the roles of dementia navigators and social prescribers in Primary Care Networks (PCNs) to be ‘Carer Friends’
- Create a more flexible and personal carers support offer, which is accessible without necessarily requiring a statutory assessment.
- Explore opportunities to create a network of support so that carers have contact with people who are knowledgeable and can support them, such as creating a peer network of carers with appropriate professional support to assist with clear and consistent messages and information sharing.

3. Carers voice, knowledge and understanding

We know that the range of carers in Southend is extremely diverse and that their experiences have shared, but also unique characteristics. This means that identifying ‘what works’ for each of them, is not necessarily straight forward. However, understanding their needs and how best they can be supported is vital and needs to be informed by evidence and knowledge.

High quality, personalised care and support, can only be achieved where there is a vibrant, responsive market of service providers and whilst such a market does exist, we need to do more to actively help shape this market to be as vibrant and responsive as possible. To do this, we need to listen to the wishes and aspirations of carers and adapt services to meet their needs.

Many carers have told us they do not

vi Carers UK and the University of Sheffield Valuing Carers 2015: the rising cost of carers’ support

vii Carers UK Missing Out: The Identification Challenge



feel listened to and are often cut out of conversations between health and care professionals who they feel do not always respect their caring role or the expertise they can bring. This is especially challenging when the cared for does not want the carer to be involved.

“No one listens at present. You get fobbed off, even though we are experts in knowing what we need, and the challenges of the role, no one ever listens to that, in my experience”^{viii}

To address this, we will:

- Increase opportunities to listen to carers so we can better understand their aspirations, priorities, and preferences. This will include ensuring that all support and services for carers are co-produced with them, supported by a commitment to include carers in the care planning process where appropriate, for both health and social care provision.
- Work across health and social care organisations to promote ways of working

with carers that acknowledge them as expert partners in care and value their skills and knowledge about the person they care for. This will include supporting carers and making sure they know what further information and support is available if the person they care for refuses to involve them.

- Explore the use of clauses in contracts for health and care services which provide additional benefit to carers in terms of ‘added social value’.
- Ensure that care pathways from acute services into the community must include confirmation of discussion with carers before any decisions are finalised.

4. Assessing carers needs

Young carers (children under 18 with caring responsibilities) and parent carers (someone over 18 who provides care for a disabled children under 18 for whom they have parental responsibility) have a right to a carers assessment under the Children and Families Act 2014, whilst carers over the age of 18 caring for an adult (over 18), have a right to an assessment under the Care Act 2014.

The 2019 GP patient survey found that 63% of carers report having at least one long term condition, disability, or illness, compared to 51% of non-carers.

While some carers assessment may result in identifying eligible needs and a plan is put in place to offer support, which may include a personal budget and direct payments, this is not their only purpose. Carer’s assessments should facilitate a person centred, strengths-based conversations, but pressures and demands can make these conversations almost impossible to achieve. One carer said that they feel health and social care have a ‘don’t come to us mentality’ and make things unnecessarily confusing and overly bureaucratic.

^{viii} All quotes in the strategy are from carers who responded to the strategy consultation in summer 2021.

The feedback from carers is that they do not understand what the carer's assessment is for, with many viewing it as an assessment of their finances or their ability to care for the person. This means that many people do not believe they need a carer's assessment.

“It would be of help to visit you as a carer, to assess your needs, and tell you what support is available.”

To address this, we will:

- Raise awareness across all health and wellbeing services and agencies and with carers about the purpose and benefits of carer's assessments, this will include improving the language we use in explaining what the assessment is for.
- Change the conversations we have with carers of all ages so that all assessment processes are person centred and based on a conversation that focuses on their strengths.

5. Maintaining Balance

We know that the nature of unpaid care is broad, and the roles that carers perform vary greatly and people are affected very differently. However, what is important, but often elusive, for carers of all ages is finding some balance in their life and looking after their own health and wellbeing which often takes a backseat.

From the 2011 census we know that carers have worse general health than those who do not provide care and that generally their health deteriorates the more hours of care they provide. Similarly, carers have told us that their role can often feel all-encompassing meaning they lose their sense of self and are no longer able to do the things they used to do or continue with the relationships they once had.

“Without balance there is not progress”

Connecting with communities

We know that carers who feel their community understands and values them are much more likely to be able to maintain or balance the other areas of their life.

We also know that spending quality time with friends or family, talking to someone about how you feel can help stop people from feeling lonely and improve their mental health and wellbeing. This is particularly true in the case of young carers who told us that they especially valued peer support and that it was great to have someone to talk to and knowing that there are other people in similar situations was really helpful. This was echoed by our adult carers who said they found it helpful to talk with people in a similar situation.

However, it is important to recognise that in some cases carers do not always want to share their experiences. In the Southend-on-Sea Family Carers Survey 2020, 66% of respondents said they did not engage with other carers to share experiences and emotional support. When asked why, most responders said they simply did not want to and in some cases that it was actually the last thing they wanted to do. This again highlights the need to have a range of different options to support carers across all age ranges, as not every option will work for every person in every situation.

To address this, we will:

- Ensure that the Livewell Southend Website is up to date with information about the support and wider community services that are available to carers of all ages including advice on self-help groups, community and faith groups, financial support and advice about self-care.
- Explore how we support people to

overcome practical barriers to connect to their community, such as access to reliable IT/internet etc. for those carers who are unable to do this for themselves, and affordable transport.

- Make Southend-on-Sea a place where carers feel supported and are recognised as individuals with needs of their own by exploring options such as a carer passport scheme which enables them to receive discounts or local concessions in the community.
- Ensure there are a variety of peer support opportunities available for people who want to access them, and these are led and designed by carers from Southend.

Taking a break

A survey by Carers UK found that carers who have not taken a break from caring within the last year were more likely to report that their mental or physical health had suffered as a result of being a carer. Carers who had been able to take a break said that this had a positive impact with their health and wellbeing improving as a result.^{ix}

Good quality breaks for adults can take many forms such as short breaks in residential care, sitting services, family holidays, shared activities or just some time out to relax. Good breaks are personalised, planned, offer flexibility, a positive experience and are enjoyable. It is important to recognise that simply enabling carers to sleep or attend medical appointments is not a break.^x

For young carers making friends in a similar situation, building confidence and learning about themselves outside of the caring role are all positive outcomes of breaks. The major barriers for young carers nationally, include not

wanting to leave the person they support and lack of transport to activities.^{xi}

Many carers told us that even if breaks are available, they do not necessarily feel comfortable taking time away unless they are confident that the replacement care is of the same quality that they would provide.

To address this, we will:

- Increase the number of opportunities and the variety of support available to enable carers to take a break in addition to the support that is already available.
- Work with carers to improve the information we provide to them so that they understand the importance of taking a break and realise what is available to them. We will also ensure the quality of care available is of a good standard so that carers can be confident that the replacement care is the same as they would provide.
- Review the Short Breaks grant programme for children and young people with disabilities and additional needs.

Health and Wellbeing

We know that regular physical activity is associated with decreased mortality and lower morbidity, with adults who are physically active reporting more positive physical and mental health. We know that being active improves sleep, helps to maintain a healthy weight, manages stress and improves overall quality of life. Given the demands of their role, being physically active is especially important for carers but the State of Caring survey found that 54% of carers have reduced the amount of exercise they do because of their caring responsibilities.^{xii} Furthermore, three quarters of carers over 55 do not feel they are able to

ix Carers UK, 2019. [GiveUsaBreak_Aug19_FINAL.pdf \(carersuk.org\)](#)

x SCIE, 2019. [Adult carers' breaks: guidance for commissioners and providers | SCIE](#)

xi SCIE, 2020. [Young carers' and young adult carers' break and support \(scie.org.uk\)](#)

xii Carers UK, 2017. [State of Caring 2017 - Carers UK](#)

do as much physical exercise as they would like to.^{xiii}

In the 2020 Southend-on-Sea Family Carers Survey, carers told us that the top five ways their health had been affected by their caring role was:

- Feeling tired (85%)
- General feeling of stress (80%)
- Disturbed sleep (66%)
- Feeling depressed (59%)
- Short tempered/irritable (50%)

The carers we spoke to told us that whilst they recognised how important being active was for both their mental and physical health, it was just not a priority due the demands placed on them. Many carers also told us it was important to have something to keep them going and to help them maintain their personal identity. This could be work, volunteering, pursuing an interest, or anything that is not directly related to their caring role as any of these activities can help maintain balance and reduce pressure.

To address this, we will:

- Ensure that carers are regularly informed about and supported to attend opportunities to increase physical activity as well as courses that enable them to pursue a new interest.
- Provide advice on how carers can look after their own physical and mental health, as well as their emotional and spiritual wellbeing. This will include information about emotional support services, counselling and psychosocial therapies.

- Encourage carers to attend health checks and ensure that these are accessible. We will also improve the links to carers support services, Primary Care Networks and the hospital to help carers access their own health appointments, with a review of arrangements that support people to do this.

6. Helping carers stay in, enter or return to work, education or training

We know people who are in good quality employment tend to enjoy happier and healthier lives than those who do not work. However, national research has found that 2.6 million



^{xiii} Carers UK and Sport England, 2021. [Carers and Physical Activity: A study of the barriers, motivations and experiences of unpaid carers aged 55 and over in England - Carers UK](#)

people have given up work to provide unpaid care.^{xiv} While recognising that not all carers will want or be able to work (such as those who are retired), ensuring carers who do want to work, attend education or training are able to, is important.

“If we can earn some money, the financial strain becomes less, and we get back our self-worth”

In response to the question in the Southend-on-Sea Family Carers Survey 2020: Does your caring responsibility limit your ability to work, access education or access training, as much as you would like to? Carers in Southend were split almost 50/50. However, when you break down by age you start to see a slightly different picture with over 60% of carers aged between 25-49 saying being a carer impacts on their ability to work, access education or training. Carers also reported that they have had to reduce or limit their working hours due to their caring role, that there were no flexible quality employment options and that they have to use their annual leave or take unpaid time off work for caring responsibilities. This is also echoed nationally.^{xv}

In 2014, Carers UK reported that half of working age carers live in a household where no-one is in paid work; and in 2016, the New Policy Institute noted that 1.2m carers are in poverty in the UK.^{xvi} In 2012, Age UK estimated a cost of £5.3bn p.a. to the economy in lost earnings from tax revenue and additional benefits payments.^{xvii}

If the right financial and practical support is not in place it makes it even more likely that unpaid carers will give up work, which in turn makes them more likely to have poorer health and wellbeing outcomes. It is also more likely that they will experience financial challenges, face increased isolation and loneliness, and have a lower quality of life. Carers UK reported in 2019 that 39% of carers described their financial situation as “struggling to make ends meet,”^{xviii} and 43% of carers said their financial circumstances were affecting their health.^{xix}

It is estimated that three million people combine caring with paid work.^{xx} In 2014 Carers UK reported that half of carers cited problems with accessing suitable care services as a reason they gave up work or reduced their working hours.^{xxi}

Nationally, around one in 20 young carers miss school because of their caring responsibilities. Young carers have significantly lower educational attainment at GCSE level – the equivalent to nine grades lower overall than their peers, and they are more likely than the national average to be ‘not in education, employment or training’ between the ages of 16 and 19.^{xxii}

While the majority of young carers who responded to the Southend-on-Sea Family Carers Survey 2020 said that their caring responsibilities had no impact on their ability to access education or training, the young carers we spoke to talked about how they felt guilty that their parents had to ‘pick up’ more caring responsibilities so they could focus on their exams.

xiv Carers UK, 2019. [Juggling work and unpaid care report final_0119_WEB.pdf \(carersuk.org\)](#)

xv Age UK and Carers UK, 2016. [Walking the tightrope: The challenges of combining work and care in later life - Carers UK](#)

xvi New Policy Institute Informal Carers and Poverty in the UK: an analysis of the Family Resources Survey

xvii Age UK (2012) Care Crisis Wipes £5.3bn from the economy (press release)

xviii Carers UK State of Caring 2019

xix Carers UK State of Caring 2016

xx Census 2011

xxi Carers UK (2014) Caring and Family Finances Inquiry UK Report

xxii Children’s Society, 2013. [hidden_from_view_final.pdf \(childrenssociety.org.uk\)](#)

To address this, we will:

- Ensure carers have access to tailored advice about balancing work, education or training with caring which will include benefits and welfare advice.
- Reduce barriers to accessing work, education and training such as transport and replacement care.
- Raise awareness of working carers issues with employers and encourage and help workplaces to have policies and processes in place that support carers to balance their caring responsibilities with work.
- Work with local schools, colleges and the university to adopt an approach which proactively identifies and supports young carers and young adult carers. This will include exploring options such as including caring as a subject within the curriculum, talking about caring as a normal part of life, or using funding from the Pupil Premium to target support for young carers.

7. Prepared for Changes

The Care Act places a duty on local authorities to conduct transition assessments for children, children's carers and young carers where there is a likely need for care and support after the child in question turns 18. However, we recognise that currently our transition planning for carers is limited.

The impact of being a young carer can have consequences on the person's emotional and physical wellbeing and prospects later in life, so it is especially important that there is not a 'cliff edge' in support services for them as they become an adult.

Transition is also more than just preparing for adulthood, there are a number of other instances where carers will need to prepare for changes in their caring role such as: being less able to care as the carer become older, as the person you care for approaches the end of their life or deterioration and changes in

behaviour of the person being cared for.

In the Southend-on-Sea Family Carers Survey 2020, 72% of carers said they did not feel prepared for changes in their caring role. Those people who responded positively attributed this to having received good professional help, a supportive family (other family member would take over caring responsibilities if required) and being able to make plans with the person they cared for.

To address this, we will:

- Improve access to learning and training to support carers in their caring role and to look after their own health and wellbeing. Including, improving access and clarity of information, advice and learning for carers about the condition of the person they care for and the changes they might expect. This learning and training will be co-produced with carers.
- Improve transitions arrangements for young carers as they prepare for adulthood and for parent carers as their children prepare for adulthood.
- Support carers to develop plans which not only help them manage their caring responsibilities along with their own needs, but also prepare for a time when they may be able to provide less care.
- Improve the support available to carers to develop emergency plans in the event that they are suddenly unable to provide care, including putting in place appropriate back-up support when it is needed.

8. Integration and Partnership

We know that for people to receive high quality health and care support, including carer specific services, local organisations need to work in a more joined-up way. This will eliminate the fragmented care that is a source of frustration for people and which often results in poor care with a negative impact on health and wellbeing. It is clear that a thriving market



of carers services requires good partnership working and integration.

According to data provided by the previously commissioned carers support service, in the last three years only 214 referrals were made from social care and the numbers were even lower when looking at people referred via their GP or hospitals, which we know are places carers often visit. This provides a clear indication that we need to strengthen the partnership between local health and care services so carers are able to access the right support for them as soon as possible.

When we spoke to carers, they told us they found the health and social care system to be very complex and it was hard to understand the roles of the different councils and health systems. The number of organisations involved and the fact they often worked across geographical boundaries meant it was not always clear who did what. Similarly, people who cared for children with special needs told us it was hard to navigate their way through the education and health care system which led to them feeling uncertain.

“If you can try to get different NHS and Council services to work together with a plan, this could stop people from falling through the cracks.”

To address this, we will:

- Commission support for carers to help them understand and navigate the wider health and social care ‘system’ including how to access advocacy services.
- Review how we use the joint health and social care budgets (The Better Care Fund) for carers in Southend-on-Sea.
- Improve how we share information about carers and the support that is available to them with our health and social care partners.
- Work with system partners across Mid and South Essex and the wider county to ensure carers support is as joined up as possible to reduce the difference in what is on offer in different areas. This will include linking PCNs with Adult Social Care and Children’s services and arranging provision to meet the needs of different populations in different localities.

How will we know we have been successful?

We will know the aims set out in this strategy have been successful when:

- There is an increase in the number of known carers and the impact of their caring responsibilities is better understood and respected.
- Adult carers sustain their caring role and there are less incidents of carer breakdown.
- Young carers sustain their caring role where this is appropriate but are able to transition to no longer having caring responsibilities well, if it is deemed no longer suitable.
- Carers maintain good health and wellbeing (physically, mentally and emotionally) alongside their caring role.
- Carers have time for themselves.
- Carers are able to participate in work, education, and/or training.
- Carers feel in control of their finances and have good financial wellbeing.
- Carers tell us they feel prepared for the future.

Delivery and action plan

An annual co-produced delivery plan for this strategy will set targets for improved outcomes for carers of all ages. This plan will clearly identify leads for each of the priorities and it will be reviewed by the Adult Social Care Recovery Board with further oversight being provided by the Health and Wellbeing Board.





First version published - January 2022

This document is published by Southend-on-Sea Borough Council. A summary can be provided in alternative formats such as Braille, audio-tape or in large print.

Translations of this document in alternative languages are also available upon request.

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Living Well Strategy

for Southend-on-Sea Borough Council

2022–2027

Foreword from the Director



Tandra Forster

Executive Director Adults and Communities,
Southend-on-Sea Borough Council



“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

I am delighted to write this foreword for our Living Well Strategy which focuses on people who may have Learning Disabilities, Mental Health problems, Autism or with physical or sensory difficulties

I recently came across what I think is a very appropriate quote in a social care future blog, which for me absolutely sums up the social care future we seek together in Southend.

“We want to live in the place we call home with the people and things that we love, in communities that look out for one another, doing the things that matter to us.”

I appreciate that for some people this has been a really challenging time because of Covid and the restrictions and you may question whether this is the right time to think about a five -year strategy. However, I would say this is the perfect time for us to build on the fantastic work that happened across the community during the pandemic, and it offers us the opportunity to rethink social care in Southend.



People who have care and support needs have told us they want to be supported to have a good and meaningful everyday life. They want to be treated as equal partners when deciding the most appropriate type of support and be able to choose where they live. Most of all they want to live in the community and be able to access the same opportunities as anyone else.

I would like to take the opportunity to thank those residents who worked with us to produce this five-year strategy which sets out how we can all work together to ensure that adults of working age who receive social care services are able to live and thrive in Southend. The messages you have given us are clear, and I recognise how important it is that we continue to listen and work with you to ensure we are able to deliver the aims set out in this strategy.

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Introduction

This strategy is aimed at individuals of working age who are eligible for support through Adult Social Care. This includes people with Learning Disabilities, Mental Health problems, Autism or with Physical or Sensory difficulties.

It is designed to reflect the increasing complexity of need and demand with reduced resources in the public sector. The strategy embraces the principles of personalisation, strengths-based practice and progression.

Through the development of this strategy, Southend has built upon its relationships with people who use and provide services. These conversations have produced a unique opportunity to bring all stakeholders together, in identifying strategic priorities and they are committed to driving these forward.

Co-production is an important priority both at an individual level and at a strategic level in the development and improvement of support services in the community and through commissioned support services. It is important to recognise that this strategy is just the starting point in an ongoing conversation with people of working age and other relevant stakeholders and we will continue to review this strategy based on those conversations.

The strategy includes a delivery plan which will be updated annually and co-produced through engagement with older peoples support groups across Southend.



Southend 2050

Southend 2050 is the community vision for the future of Southend. This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this.

We received thousands of responses which provided a rich source of information from which the ambition has been developed. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

This strategy will help to deliver on several of the outcomes for Southend 2050 namely:



Safe and Well

- Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives.
- Carefully planned homes and new developments have been designed to support diverse communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well.
- Effective, joined up enforcement ensures that people feel safe when they're out and high-quality care is there for people when they need it.



Active and Involved

- Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old.
- This is a place where people know and support their neighbours, and where we all share responsibility for where we live.
- Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.



Connected and Smart

- Southend is a leading digital city and an accessible place.
- It is easy to get to and easy to get around and easy for residents, visitors and businesses to park.
- Everyone can get out to enjoy the Borough's thriving city centre, its neighbourhoods and its open spaces.
- Older people can be independent for longer.
- Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open up business and leisure travel overseas – but in balance with the local environment.

Milestone recovery and aligned plans

As part of the recovery from the COVID pandemic, commissioners in Southend worked with adult social care and NHS staff in 2020 to draw up priorities for action in the next 18 months (over the period 2020-2022).

Three **milestone plans** were agreed and published in late 2020 (one focused on Older People, another on Adults of Working Age and a third on unpaid Carers of all ages). A shared priority of each of these plans was to develop longer term, five-year strategies with more detailed priorities for action over the period 2022–2027.

This five-year strategy for Living Well sits alongside two additional strategies entitled Caring Well and Ageing Well which are currently being developed.

Commissioning plans 2021–2024

Southend commissioners have been working on the coproduction of a suite of documents that will support the delivery of the priorities in this strategy and the other two five-year strategies, Caring Well and Aging Well. These will be published in 2022/2023 on the council's website and will include:

- Market Position Statement
- Workforce Development Plan
- Quality Strategy



Our vision for Adult Social Care in Southend

Our overarching vision for Adult Social Care in Southend is:



“

“To work collaboratively with people to enable them to live safe, well and independently in the community, connected to the people and things they love.”



We will achieve this by:

- Listening to people and focusing on their strengths.
- Transforming care and support to ensure that there are flexible options that enable independence.
- Getting the best value from the Southend pound for the people we support.

Delivering this will mean people in Southend:

- Can easily access information and advice that connects them to support that helps prevent, reduce, delay the need for care and support
- Can lead the discussion where they might need more formal assessment
- Are supported to live well and longer in their community with choice and control
- Have a good experience of the care and support they receive
- Have a smooth transition into adult services with a focus on their potential and living independently

Where are we now?

The national context

Adults aged 18–64 are a core part of the social care system in England. Around 293,000 younger adults received long-term support from local authorities in 2018-19, this represents around 35% of all adults receiving support. The care they receive is very different to older people – including more support in the community.

The single largest reason for younger adults accessing social care services is because they require support with a learning disability (46%) and many access support for mental health problems (20%). By contrast, only 10% of older people receive support primarily for these two reasons. It is much more common for older people to receive physical support, with three-quarters of older social care users accessing services for this reason, compared to just under a third for younger adults

The number of younger adults with care needs is growing quickly and is projected to grow significantly over the coming years. The proportion of younger adults reporting a disability increased from 14% in 2007/08 to 18% in 2017/18. When combined with population growth, the number rose by 35%. The number of people with severe learning disabilities is projected to increase by 34% between 2017 and 2027.

When younger adults do access social care, quality and outcomes vary. The majority (89%) of younger adults using adult social care services report being satisfied with them. But

there is evidence of poor-quality care, and national targets on supporting people with a learning disability or autism to live in the community have been repeatedly missed. Very low proportions of younger adults receiving care for learning disabilities (6%) and mental health problems (8%) are in paid employment.

Unpaid carers of younger adults experience worse outcomes in some areas than carers of older people. They are less likely to be satisfied with services, and more likely to report financial difficulties and not be in paid employment because of their caring role. The impacts of unpaid care aren't experienced equally; unpaid carers of younger adults are more likely to be younger and female than carers of older people.

The local context

The population of Southend is estimated at 182,463 (Feb 2020) and this is projected to grow to 203,000 by 2031. The population aged 18 to 64 is estimated at 107,762. It is important to recognise that figures used by the government to project housing needs indicate that the above figures could be even greater.

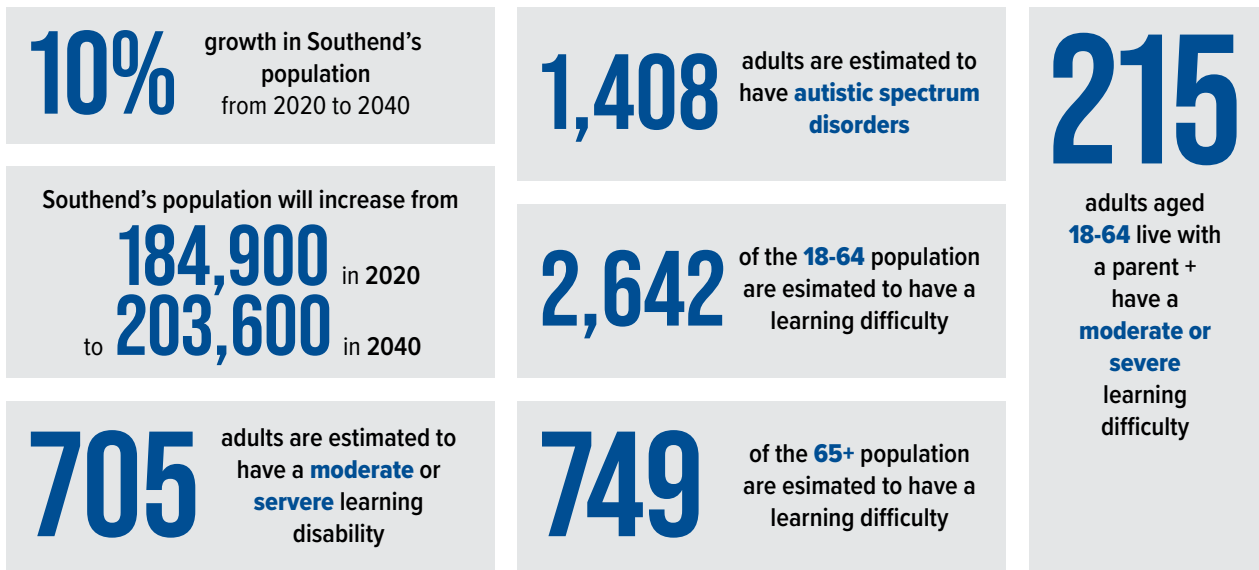
The four wards with the highest concentration of adults between 62 to 66.4% are Westborough, Victoria, Milton and Kursaal. Three of these wards, Victoria, Kursaal and Milton 30% are the most deprived wards in the Borough.

Physical Disability and Sensory Impairment statistics for adults ages 18-64

In Southend as of 31 March 2021, there were 221 adults between the ages of 18 to 64 accessing Adult Social Care services with Physical Disabilities or a Sensory impairment, as their primary reason for a Care or Support Package.

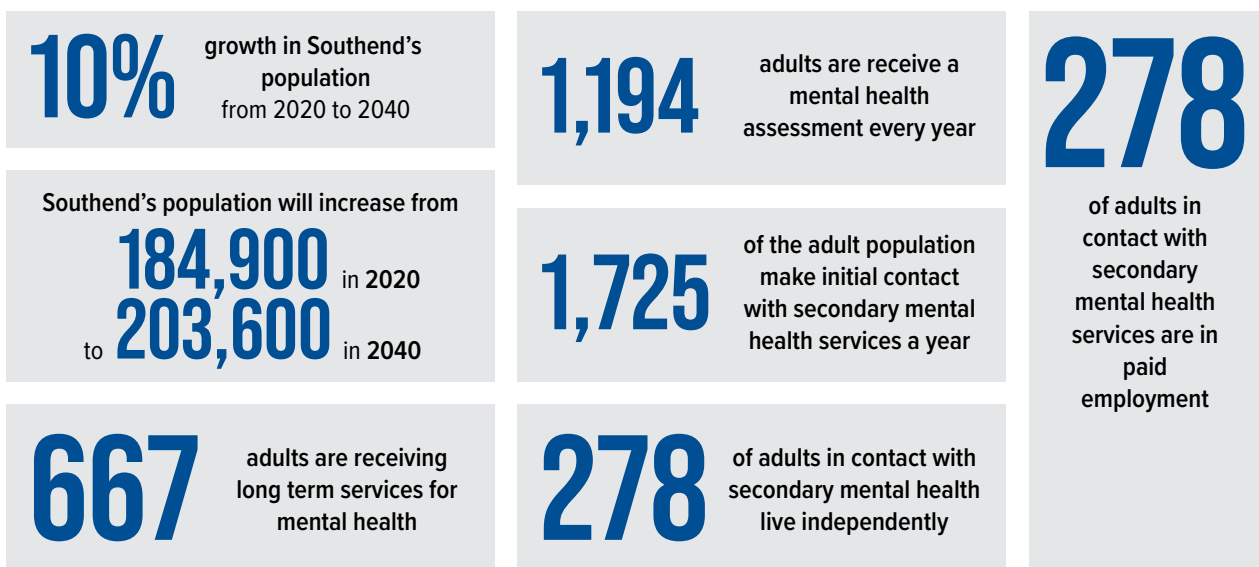
Learning Disability and Autism statistics for adults ages 18-64

In Southend it is estimated that there are 2,642 adults between the ages of 18 to 64 with a learning disability and 1,408 adults estimated to have an autistic spectrum disorder, 705 of these adults have a moderate to severe learning disability. As of April 2021, there are 502 working age adults with Learning Disabilities receiving a Care Package in Southend.



Mental Health statistics for adults aged 18-64

In Southend on Sea as of 31 March 2021, there were 123 adults between the ages of 18 to 64 access Adult Social Care services with mental health as a primary reason. The data below has been supplied from our secondary mental health provider Essex Partnership University Foundation Trust (EPUT).



What have people told us?

In early 2021 we held a wide range of communication and engagement stakeholder events to ask residents about their issues and concerns. What we learnt is that the priorities of Southend residents mirror the themes or outcomes described by providers and officers of Southend Council.



They told us that:

- They want to be supported to have a good and meaningful everyday life.
- Their care and support should be person centred, planned, proactive and co-ordinated.
- They should have choice and control over how their health and care needs are met.
- They would like to be supported to live in the community with support from their families/carers as well as paid support and care staff.
- They should have a choice about where and with whom they live, with a choice of housing.
- They want good care and support from accessible local health services with annual health checks, for all those over the age of 18.
- They need to be able to access the community to enjoy leisure opportunities at a time that suits them.
- There should be support available to them in the event of a crisis.
- They want to be able to have volunteering and work opportunities to give them a purpose in life but feel that this needs to be matched to the right opportunities.
- They would like support and access to become digitally included.

What are we going to do? – Our priorities for action

We have worked with people to develop 5 priority themes based on what they have told us above.

1. Health and Wellbeing

We recognise the importance of promoting healthy and active lifestyles for our adult population. Individuals with mental and physical health conditions have poorer health outcomes than the general population.

The Local Authority and Clinical Commissioning Group need to do more to ensure services are accessible to individuals with Mental and Physical Disabilities. Individuals should be provided with the support they need to ensure good health and well-being. We also recognise that Social Care providers and support staff have an important role to play in ensuring well-being and access to primary health services.

To address this, we will:

- Ensure that the recommissioned Drug and Alcohol service is fully accessible to all residents.
- Ensure services provided to vulnerable adults communicate with each other especially at times of crisis and have a clear plan of support they all work to.
- Use a strengths-based approach to promote progression.
- Develop a platform for ongoing co-production with service users, their carers, providers and the voluntary sector.
- Provide opportunities to work and volunteer that are well matched and supported where needed.
- Increase the number of adults with Severe Mental Illness and Physical Disabilities attending health checks.
- Review how we provide information, advice and guidance services for residents making it clearer and more accessible.
- Develop a wraparound health service for people that experience rough sleeping, are at risk of homelessness and lead chaotic lifestyles.
- Make the sexual health service in Southend more accessible to residents including those socially excluded.



2. Prevention

We want to reduce the number of hospital and residential care admissions as we realise these are not always the best places for people to be in. We know our current offer of support for people in their own homes is too traditional and is also inconsistent in coverage across the Borough. We recognise that people often do not know where to go to access information and advice about the support that is available to them in Southend. People have also told us they would rather access services in their own community.

To address this, we will:

- Enhance the information, advice and guidance offer provided through Live Well Southend.
- Develop Locality Integrated Networks around primary care networks.
- Pilot and implement integrated digital monitoring solutions to support independence including the use of digital assessments during COVID 19.
- Roll out strengths-based approaches across adult social work teams and monitor the impact on community connections and individual wellbeing.
- Reimagine 'homecare' as a community, outcome focused model delivered by "wellbeing" teams aligned with localities.
- Review and increase the reablement offer for people with learning disabilities and mental health problems across the Borough to ensure there is consistent coverage across the localities.
- Roll out My shared care records across the Borough giving all partners a wider view of people's records and situations.
- Expand the number of Specialist mental health nurses in Primary care to deal with the increased demand for mental health care.

3. Housing

We want to deliver health, care and housing in a more joined up way to ensure suitable accommodation is available with the required support that will enable vulnerable adults to live as independently as possible. We know we currently have too many residential beds for people with mental health needs. We need to explore other models of care such as Extra Care, Supported Living or Shared Lives to reduce the amount of residential provision. A suitable, well adapted home can be the defining factor in enabling a disabled person to live well and independently.

To address this, we will:

- Implement a review of all Supported Accommodation in the Borough, to ensure it best meets the needs of adults with clear pathways of support.
- Create an agile housing offer to provide clear pathways of support for people living with mental health and learning disabilities.
- Develop a dispersed Housing First model to house complex individuals with intensive outreach support and wraparound healthcare that will support people to transition to other housing options when they are ready.
- Provide information and advice that gives people a clear understanding of housing options available to them.
- Use a strengths-based approach to promote progression when providing support.
- Develop a platform for ongoing co-production with service users, their carers, providers and the voluntary sector.
- Reimagine the Disabled Facilities Grant to allow more people to access adaptations to remain living independently in their own homes.
- Use assistive technology to promote independence and where applicable, reduce over provision of care.

4. Community

We know that social inclusion reduces isolation and improves mental and physical health for people with disabilities. It is clear that people want to remain a part of and be active in their community for as long as is possible.

Volunteering helps people to gain confidence, learn new skills, make a difference and to meet people but people need to be properly matched to opportunities and supported in those roles if that is required.

Being digitally literate and connected allows people to be well informed, access benefits and employment and connect with people but there is currently a lack of training and equipment available to support people so they feel excluded.

To address this, we will:

- Develop methods of harnessing volunteering opportunities such as the creation of the Good neighbour's scheme.
- Review the infrastructure around volunteering in the Borough to improve matching and support.
- Introduce an Employment Retention worker to support people with mental health issues stay in employment.
- Promote the offer of Social Prescribers and Community Connectors based in Locality Integrated Networks with the aim of building community resilience.
- Give adults access to equipment and high-speed broadband as well as help them develop the skills needed to access the internet so they can access benefits, employment opportunities as well as manage their health and wellbeing.
- Develop and promote sustainable community transport solutions for adults across Southend enabling them to keep the connections they value in their lives.
- Review the leisure activities and clubs available for people with a view to expand provision if viable.



5. Integrated, strengths based person-centred care

Integrated person-centred services means putting people and their support networks, at the centre of their health and social care, by enabling individuals to take control of their care rather than being passive recipients of services. We want to use a strengths-based approach to focus on what a person can do and ensure that they only have to tell their story once. We want to work with people in a holistic way to understand them as individuals and their carer(s) needs to enable them to achieve the outcomes that are most important to them.

To address this, we will:

- Embed strengths based and person-centred care planning in all of our interactions with individuals who use our services.
- Focus on individual abilities and community assets, rather than focusing on deficits and services to meet need.
- Look at improving the customer pathway for all working age adults to help them be active residents of Southend.
- Work together with our partners to reduce the number of contacts individuals have with services.
- Roll out My shared care record across the Borough giving all partners a wider view of people's records and situations.

How will we know we have been successful?

We will know the aims set out in this strategy have been successful when:

- Individuals report that health services are provided in several locations throughout the Borough and are fully accessible to them.
- Individuals report that they can influence local service delivery and feel listened to
- There is one clear provider of information, advice and guidance in the Borough which is well known to all residents and accessible in several ways.
- There is choice of accommodation that suits a variety of needs as well as options available to provide support to enable individuals to remain where they are currently living whilst encouraging independence.
- Individuals report that there are a variety of volunteering and work opportunities that people can be matched to and supported in.
- Individuals report that there is access to equipment and high-speed broadband as well as support to help them develop the skills needed to access the internet.
- Individuals only have to tell us their story once, they have a plan in place in case of crisis in their lives and feel that service providers connect with each other.
- Individuals report being able to access transport to be able to go out and access a variety of leisure opportunities available to them.

Delivery and action plan

An annual co-produced delivery plan for this strategy will set targets for improved outcomes for people of working age. This plan will clearly identify leads for each of the priorities and it will be reviewed by the Adult Social Care Recovery Board with further oversight being provided by the Health and Wellbeing Board.





First version published - January 2022

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Translations of this document in alternative languages are also available upon request.

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Southend-on-Sea Borough Council

Report of Executive Director for Neighbourhoods and
Environment

To

Cabinet

On

22 February 2022

Report prepared by: Jo Matthews & Tom Palmer
(Neighbourhoods & Environment)

Agenda
Item No.

15

Catchment to Coast Innovative Resilience Fund (IRF) Outline Business Case (OBC)

Place Scrutiny Committee
Cabinet Member: Councillor Mulroney
Part 1 (Public Agenda Item)

1. Purpose of Report

1.1 To note the submission of the Catchment to Coast Outline Business Case (OBC) to DEFRA and thereby receive further grant funding to continue the project.

2. Recommendations

2.1 That Cabinet note the bid awarded to the Catchment to Coast partnership by DEFRA on 25 October 2021 for £672k of grant funding.

2.2 That Cabinet note the submission of the OBC to DEFRA to seek a further £5.463 million of grant funding to the Catchment to Coast partnership over the following 5 financial years (April 2022 to March 2027).

3. Background

3.1 In the 2020 Budget the Government allocated £200 million to the Innovative Resilience Fund (IRF). The aim of the fund is to test and demonstrate practical innovative actions, using Natural Flood Management (NFM) techniques to adapt to a changing climate and improve the resilience of areas at risk of flooding.

This funding will provide a unique opportunity to deliver flood and coastal resilience measures in areas that would not normally be eligible for grant funding. Learning from the IRF projects will be used nationally to inform improved decisions regarding the future distribution and allocation of flood defence grant funding.

- 3.2** A collaborative bid in the form of an Expression of Interest (EOI) was submitted to the EA in January 2021 by the Catchment to Coast Partnership. The project was granted approval by DEFRA in May 2021 and forms one of only 25 pilots nationwide to receive capital funding to take forward the actions and interventions for the communities identified within the EOI.

Southend Borough Council (SBC) is the Lead Partner in terms project governance and reporting to Defra. SBC and Thurrock Borough Council (TBC) are jointly responsible for the delivery of the project.

Ten other organisations, listed below, make up the collaborative Catchment to Coast Partnership, each bringing their own expertise, experience and resource to partnership delivery:

- Anglian Water
- Castle Point Borough Council
- Environment Agency
- Rochford District Council
- Kings College London,
- The University of Essex
- AmbioTEK CIC
- Essex Wildlife Trust
- Mott MacDonald
- Thames 21

- 3.3** The Catchment to Coast Project is innovative in its approach to flood and coastal resilience as all proposed innovative NFM solutions will be complementary and designed to work in coherence across the hydraulic catchment, regardless of administrative boundaries.

Furthermore, both peak flood and peak drought will be considered in terms of rainwater harvesting, flood attenuation and community re-use. All innovative NFM solutions will compliment natural processes either as a hybrid solution or replacement of traditional hard engineering measures.

The resilience actions proposed will provide secondary benefits including improved water quality, pollution reduction, increased biodiversity, carbon capture, social value in terms of financial benefit and non-financial benefits such as hydro-citizenship, community collaboration, education and skills/training.

- 3.4** The Catchment to Coast project is strategically aligned with all existing Flood and Coastal Erosion Risk Management plans at local, regional and national levels.

- 3.5** Based on the innovation focus and goal of reducing flood risk and coastal erosion whilst gaining wider benefits, six specific objectives have now been set for the Catchment to Coast project to align with those of the national IRF goals, they are:

1. **Improved Flood Resilience:** Increase the resilience of communities, agricultural land and infrastructure to flood and coastal erosion risks within the project area.
2. **Creating Awareness and Education:** Provide opportunities for education and increased awareness and responsibilities within the communities.

3. **Pollution Reduction:** Achieve improvements to water quality and reduce diffuse pollution through intervention.
4. **Wider Benefits:** Provide and demonstrate the value of wider benefits from innovative flood risk and coastal erosion risk reduction measures.
5. **Data Capture, Monitoring, Reporting and Learning:** Provide increased knowledge and data regarding innovative solutions.
6. **Influence Future Policy Making:** Influence local policy, including planning to drive improved decision making around flood risk and coastal erosion reduction.

Further details on sub-objectives, how they will be measured and by when, can be found within the OBC document.

4.0 Development of the Outline Business Case (OBC) Submission

The EA requires an OBC to be submitted by the end of March 2022. This OBC is not a standard Environment Agency OBC in that it is not a traditional investment OBC, the decision to invest has already been agreed by DEFRA.

Instead, owing to the compressed project timeframe, this OBC unusually combines the development and delivery of the project in one case and also allows for further project refinement in year 2 of the project programme, i.e. after the OBC has been submitted.

By refinement, it is meant that, any surveys and investigations which have yet to be completed in year 1 of the IRF project may continue into year 2 with results being analysed and then used to refine solutions and measures detailed within the submitted OBC.

The flexibility allowed with the IRF OBC means that the document can be expanded to cover any questions the EA have, e.g., any areas of uncertainty or risk in terms of effectiveness and locality of measures. These can therefore be refined and consulted upon in year 2. However, the fundamentals of the project, i.e., the scope, including objectives and benefits will not change.

4.1 Submission of the OBC allows the receipt of further DEFRA funding to facilitate project progression, thus securing the funding required for the delivery and implementation of the finalised, agreed measures. The OBC will include the following information:

- **Programme** – high level project delivery over the next five years.
- **Strategic Case:** Outlines the key strategic policies that the project aligns with, as listed in earlier sections.
- **Economic Case:** Description of the current baseline, costs of the proposed interventions and benefits they will achieve. This includes how will risk be incorporated, how damages be assessed and qualitative and quantitative benefits.
- **Management Case:** Description of how the project will be managed, including governance, MoU between partners, engagement plans, and lessons learned.

- **Commercial Case:** The project will make use of current frameworks where possible and utilise alternate sustainable processes and contracts to procure local contractors where specialised services cannot be obtained through normal processes.
- **Financial Case:** Details on how much the project and intervention measures will cost including optimism bias and risk analysis.

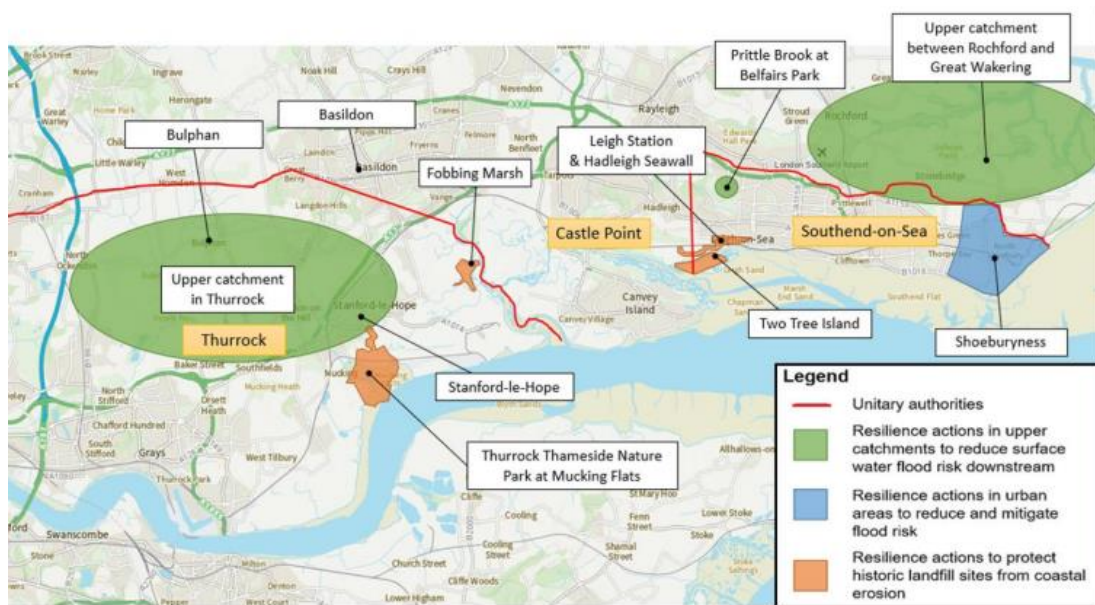
4.2

Within Southend the following options are being considered as part of the Catchment to Coast project. Refinement of options and exact locations will be confirmed following further investigations and survey results in year 2 as described above.

- Surface water flood risk reduction in Shoebury and Prittle Brook catchments - using nature-based solutions such as leaky dams and regenerative agriculture in the upper catchment areas, with the retrofitting of Sustainable Drainage Systems (SuDS), including the implementation of water storage and community re-use measures, in the middle and lower catchment.
- Surface water flood warning beacons - in high surface water flood risk areas of the Shoebury and Prittle Brook catchments.
- Coastal erosion risk reduction measures on Two Tree Island - including implementation of bio-tiles and off-shore bio-barriers to reduce the impact of waves. The use of coir rolls and dredged material will be utilised where feasible to further stabilise and encourage the generation of new saltmarsh.

Outside the Southend Borough, other areas with comparable risks, the following options and locations are proposed:

- Surface water flood risk reduction in Stanford Le Hope catchment, Wharf Road, Tank Hill and the Balstonia Park areas - using nature-based solutions such as leaky dams wetland habitats and regenerative agriculture in the upper catchment areas, with the retrofitting of Sustainable Drainage Systems (SuDS), including the implementation of water storage and community re-use measures, in the middle and lower catchment.
- Surface water flood warning beacons - in high surface water flood risk areas of the Bulphan catchment.
- Coastal erosion risk reduction measures on Coalhouse Fort, Fobbing Marshes, Tilbury, Tilbury Marshes and Castle, The Warren, Canvey Hights Country Park and Benfleet Creek the Hadleigh Seawall - including implementation of bio-tiles and off-shore bio-barriers to reduce the impact of waves. The use of coir rolls and dredged material will be utilised where feasible to further stabilise and encourage the generation of new saltmarsh.



The Catchment to Coast project takes a *strategic* approach across the whole catchment

As the Catchment to Coast project focuses on whole hydraulic catchments the project study areas are not limited to political boundaries. As such Essex County Council is closely involved and supportive of the project and the proposals. A formal letter of support has been received.

5 Reasons for Recommendations

The Catchment to Coast project provides a unique, grant funded opportunity to make Southend a national exemplar in flood and coastal erosion risk management using innovative flood risk and coastal erosion measures. All learning from this project will be shared and used to inform future local and national projects.

Increasing flood and coastal erosion resilience through the measures delivered by the Catchment to Coast project will not only improve the resilience of Southend and neighbouring communities but will also seek to empower and support communities socially with the setting up of tools and processes that promote wider education and skills development within both local communities and schools.

The Catchment to Coast project also provides an opportunity for wider betterment to be implemented through the use of innovative NFM including regenerative agriculture, such as increasing biodiversity, carbon sequestration and reduce pollution impacts.

6 Corporate Implications

There are no negative implications, the Catchment to Coast is project which can deliver multiple outcomes in terms of the Council Southend 2050 ambitions

- Pride and Joy
- Safe and Well
- Active and Involved
- Opportunity and Prosperity
- Connected and Smart
- Future Ways of Working

7 Financial Implications

The six-year project is wholly grant funded, via DEFRA.

8 Environmental Impact

There are multiple positive environmental impacts of the project including increased biodiversity, pollution reduction, and carbon sequestration.

9 Legal Implications

No legal implications have been identified

10 People Implications

No negative people implications have been identified at this time, As detailed above, the project will provide significant benefits to residents and businesses within Southend through the reduction of flood risk and costal erosion and additionally offer much in terms of social benefit.

11 Property Implications

There are no property implications.

12 Consultation

As part of the Catchment to Coast project extensive engagement will be undertaken with local councillors, project partners, local communities, residents, landowners, businesses and all other stakeholders. This will be commenced once the OBC is submitted. A Communication and Engagment Task Group has already been set up and a stakeholder mapping exercise is already underway. A dedicated engagement and learning officer position will be advised in due course to solely manage this important aspect of the project.

13 Equalities and Diversity Implications

No Equality and Diversity Issues have been identified to date. Additional thorough assessments will be undertaken at all appropriate future project stages.

14 Risk Assessment

Appropriate assessments will be carried once the detailed option identification and optimisation stages progresses further.

15 Value for Money

The Catchment to Coast project will provide a very high level of value for money due to the significant amount of grant funding the project will receive from DEFRA.

16 Community Safety Implications

No community safety implications have been identified at this time.

17 Background Papers

There are no background papers.

18 Appendices

1. IRF OBC Summary Document

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Catchment to Coast

Outline Business Case

Southend-on-Sea Borough Council and Thurrock Council

Version 1.0, 14th January 2022



Two Tree Island – An historic coastal land fill site spanning Southend-on-Sea and Castle Point Boroughs

Issue and revision record

Revision	Date of Issue	Originator	Checker	Approver	Description
1.0	14.01.2022				Initial version for SBC cabinet

Comment sheet

Changes from EoI Submission to OBC

Summary of Submission

Project name: **Catchment to Coast**

Project reference: **SOU019**

Total Project Value: **£6.323m**

OBC Submission Value for Approval: **£6.323m**

Public Contributions (£): **£0 (will involve benefits in kind)**

Private Contributions (£): **£0 (will involve benefits in kind)**

Primary Source of Risk:

Pluvial Flooding

Secondary Sources of Risk:

Fluvial Flooding Coastal Erosion

Milestone Full Business Case Approval **31/03/2023**

Milestone – Readiness for service **31/03/2025**

Project completion **31/03/2027**

Short description of the project	The Catchment to Coast project intends to address current risks of flooding and coastal erosion at historic landfill sites. The study area focuses on the boroughs of Southend-on-Sea and Thurrock, who are leading on the project, including areas within the district of Rochford and borough of Castle Point. The project spans three catchments and will employ innovative flood and coastal resilience measures through a combination of nature-based solutions and erosion protection and sustainable drainage systems in a focussed, catchment-wide, approach.
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Short description of the benefits	Benefits generated by the Catchment to Coast project will take the form of quantitative reductions to flood risk and coastal erosion and increased understanding and learning of the use of innovative measures based on the data gathered. This qualitative learning will be shared with DEFRA, the EA and the wider IRF programme as the project progresses to
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compound the learning across projects, with the outcomes used following the project completion to inform future knowledge and decisions regarding capital schemes.

Lead Authority	Southend-on-Sea Borough Council (SBC) Thurrock Council (TC)	
Delivery Partners	Castle Point Borough Council (CPBC) Rochford District Council (RDC) Environment Agency (EA) Anglian Water (AW) Kings College London (KCL) The University of Essex (UoE) AmbioTEK CIC (ACIC) Essex Wildlife Trust (EWT) Mott MacDonald (MM) Thames 21 (T21)	
Project Risk (£) ¹	£621k	10%
Optimism Bias value (£)	£1.255m	20%

¹ These risks relate to the scope of work being funded by the flood and coastal resilience programme if this is different to the whole project.

Expenditure Profile:

Costs per phase	Phase 1 2021-23	Phase 2 2023-25	Phase 3 2025-27	Total
Flood and Coastal Resilience Innovation Programme Funding	£1.631m	£4.171m	£521k	£6.323m
Contributions	£0	£0	£0	£0
Total Project Expenditure	£1.631m	£4.171m	£521k	£6.323m

Project Manager:

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Appendices

- 1 Catchment to Coast project partner Memorandum of Understanding
- 2 High-level project programme

1 Executive Summary

The Catchment to Coast project intends to address the current risks of flooding and coastal erosion in the boroughs of Southend-on-Sea and Thurrock as well as parts of the district of Rochford and borough of Castle Point. The project spans three catchments and will deliver innovative flood and coastal resilience through a combination of nature-based solutions, sustainable drainage systems and erosion protection through a focussed, integrated catchment-wide approach.

The project will be undertaken as a collaborative partnership with key stakeholders and technical consultants. Southend-on-Sea Borough Council will be acting as the Project Lead for the Catchment to Coast Project. In addition, Thurrock Council will be a key project partner. The project forms part of the 6-year Flood and Coastal Resilience Innovation Programme led by the Environment Agency (EA) and the Department for Environment, Food & Rural Affairs (Defra).

The locations and measures being explored further within the Catchment to Coast, as shown in Figure 1.1, are as follows:

- Surface water flood risk reduction in Shoebury, Prittle Brook and Stanford-le-Hope catchments, and in the Wharf Road, Balstonia Park and Tank Hill Road areas using nature-based solutions such as leaky dams and regenerative agriculture in the upper catchment areas, with the retrofitting of Sustainable Drainage Systems (SuDS), including the implementation of water storage and community re-use measures, in the middle and lower catchment.
- Surface water flood warning beacons in high surface water flood risk areas of the Shoebury, Prittle Brook and Bulphan catchments.
- Coastal erosion risk reduction measures at Two Tree Island, Coalhouse Fort, Fobbing Marshes, Tilbury, Tilbury Marshes and Castle, The Warren, Hadleigh Seawall, Leigh Station, Canvey Heights Country Park and Benfleet Creek, including implementation of bio-tiles and off-shore bio-barriers to reduce the impact of waves. The use of coir rolls and dredged material to further stabilise and encourage the generation of new saltmarsh.



Figure 1.1: Catchment to Coast project study areas

The wider innovative resilience programme requires a focus on innovation and learning to help increase understanding of measures and better inform flood resilience and coastal erosion capital programmes into the future. The following innovative aspects will be explored as part of the Catchment to Coast project:

- Using innovative measures and processes, or both to deliver flood resilience and coastal erosion protection
- Exploring measures that provide flood benefits and drought protection, such as water storage and re-use, for example in allotment areas
- Taking a whole-catchment approach to the reduction of flood risk and wider management of water as a resource
- Working across boundaries in partnership with other risk management authorities to better take account of flood risk and management within hydrological catchments
- Regenerative agriculture and soil health improvements, including mapping, to help manage flood risk and improve agricultural efficiency
- Hydro-citizenship, involving increasing awareness of flood risk and drought and getting buy-in from communities to better allow the delivered measures to be managed and maintained after the project completion.
- Achieving wider benefits, such as pollution risk reduction, carbon efficiencies, improved carbon sequestration, biodiversity net gain and socio-economic benefits from measures.

Based on the innovation focus and goal of reducing flood risk and coastal erosion whilst gaining wider benefits, the objectives of the Catchment to Coast project are:

- 1.) **Improved Flood Resilience:** Increase the resilience of communities, agricultural land and infrastructure to flood and coastal erosion risks within the project area
- 2.) **Creating Awareness and Education:** Provide opportunities for education and increased awareness and responsibilities within the communities

- 3.) **Pollution Reduction:** Achieve improvements to water quality and reduce/diffuse pollution through intervention
- 4.) **Wider Benefits:** Provide and demonstrate the value of wider benefits from innovative flood risk and coastal erosion risk reduction measures
- 5.) **Data Capture, Monitoring, Reporting and Learning:** Provide increased knowledge and data regarding innovative solutions
- 6.) **Influence Future Policy Making:** Influence local policy to drive improved decision making around flood risk and coastal erosion reduction

The project will be divided into three main phases:

Phase 1 (April 2021 to March 2023): project set-up, partnership creation, baseline data gathering, modelling, optioneering and detailed design

Phase 2 (April 2023 to March 2025): construction, installation and measure delivery

Phase 3 (April 2025 to March 2027): post installation monitoring, measure performance assessment, project learning

The project is 100% grant funded, with £6.323m assigned to the project over its 6-year lifetime.

2 Strategic Case

2.1 Project Background

Southend-on-Sea Borough Council and Thurrock Council have responsibility for local flood risk as Lead Local Flood Authorities under the Flood and Water Management Act (2010). SBC also has a responsibility for the flood and coastal erosion risk along its frontage as the Risk Management Authority (RMA) following the Coastal Protection Act (1949).

Historically, the boroughs of Southend-on-Sea and Thurrock have experienced multiple flood events, causing widespread disruption to roads and residential properties. The flooding during these events has primarily resulted from intense rainfall coinciding with high tidal and fluvial levels, causing flooding from surface water, sewer, and fluvial sources. There are also concerns of flooding during a tide locking scenario.

Along the Catchment to Coast frontage there are localised areas of erosion. It is uncertain at this present time in the project whether any accretion will be maintained or will slow down and then start to erode with sea level rise.

The defence line around Southend-on-Sea has a maximum unmaintained life (residual life under no active intervention) of 21 to 30 years, with the maximum life of 31 to 40 years.

Historic landfill sites in Thurrock, Castle Point and Southend-on-Sea are fronted by saltmarsh and are at risk of coastal erosion – the 2010 Shoreline Management Plan for Essex and South Suffolk identifies a general trend of erosion throughout the middle and lower estuaries, combined with sediment accretion in the upper estuaries and their creeks systems. Additionally, there is an overall net loss of saltmarsh in Benfleet and Southend-on-

Sea, which is estimated conservatively at approximately 1.5ha per year. The seawall along the frontage at Hadleigh and Leigh Station is filled with unknown material which has the potential to be contaminated.

2.2 Case for Change

Within Southend-on-Sea, groyne repairs are scheduled to commence in April 2022 to restore missing boards and piers across the coastal frontage to increase accretion on beaches through reduced sediment transportation. Other works are currently proposed including localised capital maintenance works with reviews into potential defence replacements in several urbanised areas.

The visual inspection of coastal defences, flood gates and flap valves are undertaken cyclically and used to reactively inform maintenance works. Emergency inspections and repairs are undertaken on an ad-hoc basis as required based on reports of issues received.

Proactive measures to reduce the risk of coastal flooding are undertaken in line with the Southend Shoreline Strategy. It should be noted that coastal asset improvements focus on defences in areas where there is a risk to residential properties, businesses and infrastructure to ensure risks of flooding and erosion are minimised, with historic landfill sites a lower priority.

Surface water flood risk in the SBC area is primarily addressed reactively based on incidents, with highway drainage cleansing, riparian ownership enforcement and advice provision the primary activities. Proactive measures are undertaken in line with the Local Flood Risk Management strategy and contents of the Southend Surface Water Management Plan, with the viability of a flood defence scheme currently being explored within the Eastwood Brook catchment.

2.3 Catchment to Coast Project and Project Scope

An expression of interest for the Catchment to Coast project was submitted to DEFRA in January 2021 jointly by Southend-on-Sea Borough Council and Thurrock Council. This was approved in May 2021 awarding the Catchment to Coast project a total of £6.323m grant funding between April 2021 and March 2027 to deliver innovative measures to reduce flood risk and coastal erosion in the project study areas.

The submitted expression of interest outlines the proposed actions and study areas that forms the scope of the Catchment to Coast project. It should be noted that as an innovative resilience project there is an emphasis on the innovation and learning aspects, rather than achieving the maximum benefits, which allows for a unique opportunity to explore new types of resilience and processes and in areas that may not have attracted funding through normal routes.

The reduction of flood risk will be explored through the delivery of measures within the following hydraulic catchments. The study areas constitute the entire hydrological

catchment areas to allow a fully holistic approach to assessment of risk, implementation of measures, monitoring and learning of the benefits that can be achieved through such an approach. These catchments are:

- Shoebury
- Prittle Brook
- Stanford-le-Hope catchments

The measures being explored within the project involve the use of nature-based solutions, such as leaky dams and regenerative agriculture in the upper catchment areas, with the retrofitting of Sustainable Drainage Systems (SuDS), including the implementation of water storage and community re-use measures, in the middle and lower catchment.

Surface water flood warning beacons are being explored within high surface water flood risk areas of the Shoebury, Prittle Brook and Bulphan catchments.

To reduce the risk of coastal erosion, measures are being investigated at the following historic landfill sites across the project study area:

- Two Tree Island
- Coalhouse Fort
- Fobbing Marshes
- Tilbury
- Tilbury Marshes and Castle
- The Warren
- Hadleigh Seawall
- Leigh Station
- Canvey Heights Country Park
- Benfleet Creek

The potential measures being considered include the implementation of bio-tiles and off-shore bio-barriers to reduce the impact of waves. The use of coir rolls and dredged material to further stabilise and encourage the generation of new saltmarsh.

The wider innovative resilience programme requires a focus on innovation and the following will be explored as part of the Catchment to Coast project:

- Using innovative measures and processes, or both to deliver flood resilience and coastal erosion protection
- Exploring measures that provide flood benefits and drought protection, such as water storage and re-use, for example in allotment areas
- Taking a whole-catchment approach to the reduction of flood risk and wider management of water as a resource
- Working across boundaries in partnership with other risk management authorities to better take account of flood risk and management within hydrological catchments
- Regenerative agriculture and soil health improvements, including mapping, to help manage flood risk and improve agricultural efficiency

- Hydro-citizenship, involving increasing awareness of flood risk and drought and achieving buy-in from communities to better allow the delivered measures to be managed and maintained after the project completion.
- Achieving wider benefits, such as pollution risk reduction, carbon efficiencies, improved carbon sequestration, biodiversity net gain and socio-economic benefits from measures.

2.4 Strategic Policy Links

This OBC and the goals of the Catchment to Coast project align with the following strategies, plans and policies within Southend-on-Sea Borough Council and Thurrock Council:

Southend-on-Sea Borough Council Core Strategy Policies:

- CP4 - The environment and urban renaissance: Sustainable development must be used with a focus on the inclusion of green spaces and protection and enhancement of natural resources
- KP2 - Development principles: The inclusion of appropriate flood resilience measures in all development to mitigate risks on site and the wider area where possible
- KP3 - Implementation and resources: Required use of flood protection or mitigation measures such as SuDS within all developments
- G7 - Coastal protection: Important areas, including two-tree island, will have development restrictions to protect the existing wildlife and retain the views and visual amenity
- C15 - Retention of open spaces: Open spaces will be retained and safeguarded for public use and recreation
- H12 - Environmental improvement of residential areas: Public open space will be retained to reduce environmental impacts and, where possible, improved to increase local biodiversity and ecology

Southend 2050: The Borough's shared ambition for the future based on feedback from residents and businesses. Key outcomes include: acting sustainably based on the ongoing climate emergency, valuing public spaces and that all development is high quality and sustainable.

Southend-on-Sea Borough Council Local Flood Risk Management Strategy (2015): The LFRMS forms a requirement of the Flood and Water Management Act 2010 and provides a high-level summary of surface water flood risk along with objectives for the management and reduction of this. Key objectives include improving understanding, undertaking measures that include wider benefits and continuing to actively manage flood risk and coastal erosion.

Southend-on-Sea Borough Council Surface Water Management Plan (2015) (SWMP): This study builds upon the LFRMS to explore surface water flood risk in more detail through hydrological modelling. Critical Drainage Areas (CDAs), which constitutes areas of higher risk, are created with high level options included to guide further work into the potential

implementation of mitigation measures. The Southend-on-Sea Borough Council SWMP created 6 CDA's, two of which are Shoebury and Prittle Brook, which form part of the IRF project.

Southend-on-Sea Borough Council Coastal Flood Risk Management Implementation Plan (2019): The strategy outlines how to best manage the coastline to protect people, properties, designated habitat and agricultural land from flooding. It details the processes as to how asset inspections, maintenance and future schemes will be undertaken.

Thurrock Council Core Strategy:

- Policy SSO12- Protect and enhance the natural, historic and built environment including biodiversity, landscape character, Conservation Areas, Listed Buildings, Scheduled Monuments and other heritage assets and open space through positive improvement.
- Policy SSO14- Promote sustainable development in Thurrock through the prudent use of water and other natural resources, sustainable design, methods and materials, and integration of land-use with the maximum re-use of land.

Thurrock Council LFRMS (2015): The current strategy draws upon 12 national regional and sub-regional plans including the Thurrock Multiagency flood plan to improve manage and protect areas from flood risk through active measures and through community flood resilience which is one of the key objectives of this project.

Thurrock Council SWMP (2014): These plans build upon the findings of the previous LFMRS and identify potential high-level options that can be undertaken within a catchment to reduce flood risk. The SWMP has identified 14 Critical Drainage Areas (CDAs). Bulphan, Stanford Le Hope and East Tilbury areas are within these CDAs and form part of the study area of the Catchment to Coast IRF project and options will be explored to reduce flood risk to residents, businesses and infrastructure in these locations.

Thurrock Council Shoreline Management Plan (SMP): The first SMP for Essex was published in 1997. The Plan provides a foundation for sustainable coastal defence policies within a particular sediment cell and establishes objectives for future management of the shoreline. Thurrock lies within the first Coastal Unit, of the Shoreline Management Plan, which covers the 'Mardyke to North Shoebury' and the preferred coastal defence policy for this coastal unit is to hold the existing line of flood defence. A plan to outline the measures required to manage the coastline through either the maintenance, construction or removal of defences. The development of landfill site into biodiverse rich nature areas will contribute to key objective of reducing leachate and improving shoreline erosion, maintaining bed level, reduction of smothering of shellfish habitat, defence to climate change and protection of SSSI.

Water Framework Directive: Thurrock is covered by the Thames River Basin Management Plan (RBMP) and Southend falls within the South Essex RBMP. RBMP's identifies the current quality of water bodies in the borough and sets objectives for making further improvements to the ecological and chemical quality. One of the key objectives under the WFD is the requirement to prevent deterioration in the current status of water bodies, whilst heavily

modified water bodies (HMWB) must achieve 'good ecological potential' (GEP) within a set deadline. The project will help reduce/diffuse agricultural pollution through upland conservation and land management practices thereby improving water quality within Mardyke, Shoebury and Prittle Brook catchments.

2.5 Project Objectives

The aims of the wider Environment Agency flood and coastal resilience innovation programme, of which the Catchment to Coast project falls within, are to:

- Encourage local authorities, businesses and communities to test and demonstrate innovative practical resilience actions in their areas
- Improve the resilience of 25 local areas, reducing the costs of future damage and disruption from flooding and coastal erosion
- Improve evidence on the costs and benefits of the innovative resilience actions and demonstrate how different actions work together across geographical areas
- Use the evidence and learning developed to inform future approaches to, and investments in, flood and coastal erosion risk management

Specific objectives have been set for the project to align with the above and achieve the goals of reducing flood risk and coastal erosion whilst generating learning and achieving additional benefits to the project locations and surrounding areas. These are:

- 1.) **Improved Flood Resilience:** Increase the resilience of communities, agricultural land and infrastructure to flood and coastal erosion risks within the project area
- 2.) **Creating Awareness and Education:** Provide opportunities for education and increased awareness and responsibilities within the communities
- 3.) **Pollution Reduction:** Achieve improvements to water quality and reduce/diffuse pollution through intervention
- 4.) **Wider Benefits:** Provide and demonstrate the value of wider benefits from innovative flood risk and coastal erosion risk reduction measures
- 5.) **Data Capture, Monitoring, Reporting and Learning:** Provide increased knowledge and data regarding innovative solutions
- 6.) **Influence Future Policy Making:** Influence local policy, including planning, to drive improved decision making around flood risk and coastal erosion reduction

2.6 Key Innovation and Learning

As an innovation driven project there is a significant emphasis on the use of new products and processes, monitoring performance and reviewing the success of measures post-delivery. The project will be able to provide new evidence and learning throughout the different stages of the project life, examples of these are shown in Figure 2.1.

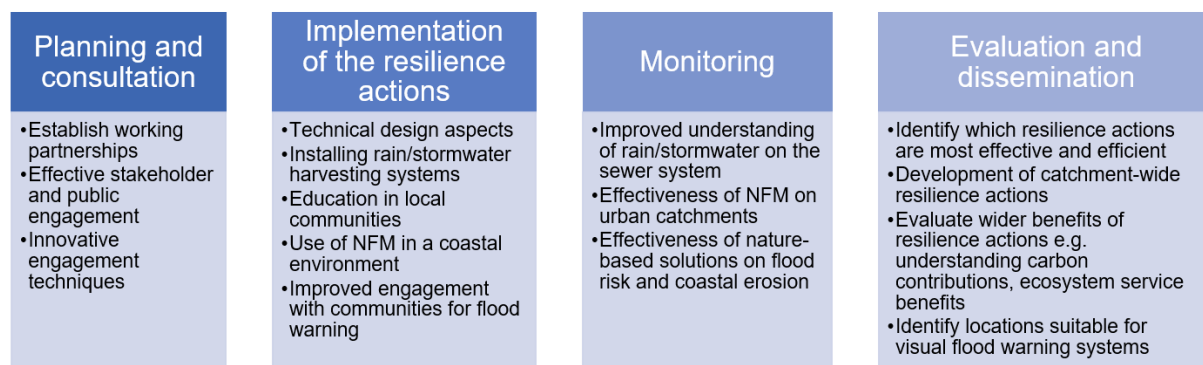


Figure 2.1: Lessons to be learned from the Catchment to Coast project

Outputs from the project will be shared directly with DEFRA, the EA and other projects in the IRF programme throughout the project lifetime. Data and learning will also be shared with other projects that involve the use of working with natural process (WWNP) measures to reduce flood and coastal erosion risk, such as research studies that are being conducted in the UK and other locations across the world.

The Catchment to Coast project partnership includes AmbioTEK CEC, King’s College London and the University of Essex and these partners are specifically involved to aid with the monitoring and learning aspects of the project respectively.

Data collection and monitoring will form a key part of the project to allow the successful determination of how effective the delivered measures have been. AmbioTEK CEC have a background on providing low-cost, easy to deploy monitoring equipment and have worked with KCL historically on similar projects. The ability to easy deploy monitoring equipment will allow large amounts of high-resolution, high-quality data to be captured to quantify the performance and benefits created by the delivered measures.

As part of the project a PhD student will be employed from both KCL and the University of Essex, with one working over years 2-5 of the project and the second over years 3-6, creating an overlap during the middle two-year delivery phase and first year of the monitoring and learning phase. The role of the students will be to critically assess the measures employed and to determine the quantitative and qualitative benefits. The phasing allows for the reviewing and assessment aspects to be undertaken across the lifetime of the project.

As an innovation driven project, the Catchment to Coast project will seek to identify overlaps with other local or national projects to maximise the benefits of both and achieve efficiencies, where possible. Doing so may generate financial savings allowing more measures to be constructed within the project area, or for measures to be delivered in other project areas with the learning shared, ensuring the goals of the project and learning aspects can be maximised.

3 Economic Case

3.1 Options Longlist and Shortlist

An initial long list of potential options was explored as part of the expression of interest submission, as shown in Table 3.1 below. These measures will be reduced to a shortlist and subsequently preferred options once further site investigations, modelling and optioneering has been undertaken. This will be completed following the submission of this OBC and detailed in the Full Business Case.

Installing integrated water management solutions	Upper catchment (above Stanford-le-Hope and Shoebury, Prittle Brook)	<ul style="list-style-type: none"> • NFM to reduce and control runoff e.g. creating offline flood storage areas • Contour bunding • Intercept flow paths and divert the runoff to ponds before channelling it to ditches • Create interconnected wetland systems
	Mid catchment (Stanford-le-Hope, Shoebury, Balstonia Park, Tank Hill Road)	<ul style="list-style-type: none"> • Rainwater harvesting in individual homes near pinch points in the sewer system • Rainwater harvesting for re-use systems within allotments or public toilets • Use stormwater harvesting in Shoebury green areas to reduce runoff; the recycled water can be used for greywater purposes e.g. in the allotments • Retrofit of green roofs including use of mycelium based materials
Installing nature-based solutions and land management practices	Upper catchment (above Stanford-le-Hope, Wharf Road, Shoebury, and Prittle Brook)	<ul style="list-style-type: none"> • Changes to agricultural practices to reduce polluted runoff • Planting trees and vegetation on flood flow routes and slopes • NFM, such as leaky dams • Reintroduce meanders to rivers and remove silt in cut-off meanders to attenuate flow by slowing and storing floodwater • Create offline storage areas to provide temporary flood storage which can reduce peak flow • Create weir structures using NFM techniques
	Lower catchment / coast (Thurrock Thameside Nature Park, Fobbing Marsh, Canvey Island, Two Tree Island, the seawall at Hadleigh, Leigh Station, Canvey Heights Country Park and Benfleet Creek)	<ul style="list-style-type: none"> • Bio-tiles or Bio-blocks for patch and repair works to maintain or improve the existing standard protection and increase biodiversity • Natural or hybrid enhancements to encourage natural biological succession, reduce the water velocities at foreshore level and reduce the wave action/energy • Beneficial dredging to enhance the establishment of saltmarshes in the estuary • Coir structures to aid saltmarsh regeneration
Installing local monitoring and early warning systems	Mid catchment (Stanford-le-Hope, Shoebury)	<ul style="list-style-type: none"> • Local telemetry system to observe flow data in the catchment and the sewer network • Visual warning system for surface water flooding using light beacons at high-risk locations

Table 3.1: Lessons to be learned from the Catchment to Coast project

All options have been assessed with regards to technical, environmental and social impacts. It should be noted that no finalised options have been selected or presented as part of this OBC as further exploration into viability and impacts is required during the option assessment and detailed design phases to determine the specific final measures and locations. This is due to the IRF project being an innovation and learning driven project which allows more flexibility for adaptation throughout the project than normal flood alleviation and coastal erosion mitigation schemes.

3.2 Costs and Benefits

An economic assessment has been undertaken to determine the quantitative benefits of the options and the incremental benefit-cost ratios, Net Present Value (NPV) and the qualitative benefits associated with the Project Objectives.

The project whole-life costs are £6.323m, which includes:

- SBC and TC staff costs
- Project management support
- External consultant costs (modelling, optioneering, detailed design, EIAs)
- Surveys (topographic, ground investigations, UXO, ecology, contamination, aerial and drones)
- Pre and post measure delivery monitoring
- Stakeholder engagement
- Evaluation and learning aspects (PhD students)
- Future maintenance
- Risk contingency (10%)
- Optimism bias (20%)
- Inflation (3.5%)

Cost estimates will be re-evaluated at the optioneering and detailed design stages of the project to allow the risk and optimism bias of the proposals to be reduced where appropriate.

The benefits that will be generated by the Catchment to Coast project will take the form of a reduction to flood risk and coastal erosion and increased understanding and learning of the use of innovative measures based on the data gathered. This learning will be shared with DEFRA, the EA and the wider IRF programme as the project progresses to compound the learning across projects, with the outcomes used following the project completion to inform future knowledge and decisions regarding capital schemes. As such the innovation and learning forms a key part of the project, and that which will be achieved through the Catchment to Coast project can be categorised into three areas:

- Lesson learning from the implementation of measures;

- The value at risk benefits once measures are implemented, which constitute the economic, environment and social damages which can be avoided by the scheme implementation; and
- The value potential benefits, which are the additional economic, environmental and social value that is created by the implementation of measures.

The lesson learning from the scheme will be an ongoing process throughout the entire 6-year span of the project. The project partnership includes a wide variety of partners who bring a wide range of experience from other projects, research, and fields of expertise. Lessons learnt from other and similar projects will be incorporated into the outline and detailed design phases of the project. All data and learning generated through the Catchment to Coast project, and others within the wider IRF programme, will be used to increase knowledge surrounding the delivery of innovative resilience measures and better inform capital flood schemes nationwide.

The University partners and others involved in the monitoring will feed back into the project once the scheme has been constructed to determine how the scheme is performing. All lessons will be fed back to support understanding by the Catchment to Coast project team and wider IRF programme surrounding what does and doesn't work in relation to the innovation measures and processes being employed.

The value at risk benefits and value potential benefits have been identified for each of the scheme locations and will be presented in more detail within the final FBC document. Within the Crouch and Roach operational catchment and the Mardyke operational catchment the key value at risk benefits and value potential benefits are shown in Table 3.2:

FCERM_AG AST Category	Sub-category	Business as Usual baseline – potential damages	Following scheme implementation – damages avoided	Following scheme implementation - added value
Economic	Residential properties	Properties are currently at risk of flooding	Reduction in the flood depths and duration and the damage caused by flood events	Potential improvement to residential properties resale value
	Non- residential properties	Properties are currently at risk of flooding	Reduction in the flood depths and duration and the damage and losses of a business caused by flood events	Potential improvement to rentability of the property
	Emergency costs	Emergency services costs incurred during flooding	Reduction in emergency services resources and costs associated with reduction in flood depth and duration	
	Infrastructure	Damage to some utilities from flooding	Reduced flood risk and disruption to some of the utilities in the area	Improved reliability of some utilities in a flood event

	Transport	Major roads and railways are at risk of flooding and erosion	Reduction in damages to the roads and railway from flooding	Improved reliability of the transport networks
	Agriculture	Farmland in the catchments is at risk of flooding	Reduction in damages to the farmland	
Environmental	Biodiversity	Ecological assets and wildlife at risk of flooding	Reduction in the biodiversity loss	Creation and restoration of habitats
	Change in WFD status	Decrease in WFD status	Reduced changes in the WFD status	No change or improvement to WFD status
	Historic environment	Potential flooding of historic assets	Reduction in flood risk to assets	
	Landscape			Improvement of visual impact of areas
Social (individual and family)	Way of life	Closure of local amenities in flood events	Reduced impacts on local amenities	Increased sense of place
	Skills and competency			Improved understanding of flooding and adaptation / resilience
	Recreation	Temporary reduction in access to recreation areas	Reduced risk of flooding to areas	Improvement in access to recreation areas
	Health and wellbeing	Negative mental health impacts during flood events	Reduces negative mental health impacts during flood events	Potential improvement to mental health
Social (Community)	Community	Disruption to communities during flood events and recovery time	Reduction in disturbance	Improvement to public realm
	Culture			
	Political systems			
Knowledge and Skills				

Table 3.2: Crouch, Roach and Mardyke operation catchment key value at risk benefits and value potential benefits

For the historical landfills the value at risk benefits and value potential benefits that could be generated are shown in Table 3.3:

FCERM_AG AST Category	Sub-category	Business as Usual baseline – potential damages	Following scheme implementation – damages avoided	Following scheme implementation - added value
Economic	Residential properties			Increased attractiveness of the area
	Non- residential properties	Commercial properties at risk (TBC)	Reduction of erosion risk to properties	Increased attractiveness of the area
	Emergency costs			
	Infrastructure			
	Transport	Loss of road networks	Reduce risk of road loss	Improved reliability of network
Environmental	Biodiversity	Loss of habitats from contamination and erosion	Reduction of habitats lost	Biodiversity net gain from improvements
	Change in WFD status	Deterioration of the current waterbodies	No change to the current waterbodies	Improvement of the current waterbodies
	Historic environment			
	Landscape			Improved natural landscape through nature- based solutions
Social (individual and family)	Way of life			
	Skills and competency			
	Culture			
	Recreation	Disruption to recreation and tourism activities	Reduction in the disruption to recreation and tourism activities	Potential improvement in the recreation and tourism activities
	Health and wellbeing			
Social (Community)	Community			
	Culture			
	Political systems			
Knowledge and Skills				

Table 3.3: Historic landfill sites key value at risk benefits and value potential benefits

3.3 Critical Success Factors

The following constitute the critical success factors. The Catchment to Coast project will:

- Improve resilience to flood risk, drought and coastal erosion through the delivery of physical measures
- Improve resilience to flood risk and drought through increased community awareness, hydro-citizenship, education and training opportunities
- Improve procurement of specialist contractors vs traditional frameworks, achieved through learning outcomes and innovation
- Achieve wider benefits, such as improved carbon sequestration, biodiversity net gain, pollution reduction, regenerative agriculture and socio-economic gains
- Achieve buy-in from local communities surrounding the retrofitting of rainwater harvesting systems
- Improve planning policy surrounding green roof implementation and the use rainwater harvesting on new developments and retrofitting
- Create a tool to map flood risk management measures within the catchment and quantify the reduction in flow achieved

4 Commercial Case

The procurement and delivery of all measures will be undertaken in line with existing Southend-on-Sea Borough Council and Thurrock Council procurement policies. A formal procurement strategy will be created during year two of the project, following the submission of this OBC.

5 Financial Case

The cost of the options being considered have been generated based on previous project experience and industry cost databases such as the EA cost estimation for SuDS guidance, SPONs, susdrains tools and other guidance (Table 5.1). It should be noted that only high-level average costs are provided as specific details surrounding the location, type, number and sizing of measures within refined to preferred option/s through the optioneering and detailed design phases.

Category	Measure	High-level estimate	Unit
Regenerative Agriculture	Land use change	£ variable*	per ha
	Contour ploughing	£ 0	per ha
	Tree planting (2m spacing, 2500 per ha)	£ 7,500	per ha
NFM	Leaky dam	£ 1,500	per dam
	Grassed attenuation area	£ 60	per m ³
	New channel	£ 70	per m
	Two stage channel (modification to existing)	£ 60	per m
	Washland / Scrape	£ 10	per m ²
	Inland wetland	£ 40,000	per ha
SuDS retrofit	Water butt installation	£ 200	per system
	De-paving	£ 70	per m ²
	Green roof retrofit	£ 110	per m ²
	Water re-use system retrofit (residential)	£ 3,500	per property
	Water re-use system retrofit (commercial)	£ 20,000	per unit
	Rain garden	£ 500	per garden
Warning Systems	Flood warning beacons	£ 3,500	per unit
Coastal Erosion Reduction	Bio-tiles	£150	per m ²
	Bio-blocks	£ 200	per unit
	Coastal wetland creation	£ 17,000	per ha

Table 5.1: High level average cost estimates for the potential mitigation measures being considered

* due to the wide range of variables, such as existing land use, proposed land use, soil type and soil condition, and lack of available information, no costs have been detailed at this stage.

The summary of the predicted project spend breakdown is presented in Table 5.2 below. This is presented based on the three phases of the project: Phase 1 – project set-up, optioneering and detailed design; Phase 2 – construction and delivery, and; Phase 3 – monitoring, review and learning.

Costs per phase	Phase 1 2021-23	Phase 2 2023-25	Phase 3 2025-27	Total
Flood and Coastal Resilience Innovation Programme Funding	£1.631m	£4.171m	£521k	£6.323m
Contributions	£0	£0	£0	£0
Total Project Expenditure	£1.631m	£4.171m	£521k	£6.323m

Table 5.2: Project funding source breakdown based on the three primary project phases

Where measures are implemented within land owned by partners, contributions towards future maintenance, including the mobile phone costs for the flood warning system, will be provided as part of the project. As part of the community engagement aspects of the project it is intended that assets will be adopted and maintained by non-local authority groups into the future.

Where partnership funding contributions towards maintenance cannot be covered by the project alternative sources of funding will be identified. Future maintenance and asset replacement costs will be considered during the optioneering and detailed design phases to ensure that no onerous financial burdens are placed onto asset owners and ensure the sustainability of measures. Potential funding sources include:

- Leader Funding is available to local businesses, communities, farmers, foresters and land managers. Projects can apply for the funding through Local Action Groups for projects which create growth, jobs and are beneficial to the local economy. £138m had been made available to England between 2015 and 2020.
- The EIP-Agri Fund (European Innovation Partnership for Agricultural Productivity and Sustainability) provides support to projects which show innovation and link research with farming or forestry practices. The purpose is to provide grant funding to operational groups to assist with projects that aim to improve productivity and sustainability.

- The water capital grants scheme under Countryside Stewardship will be managed and delivered through Catchment Sensitive Farming in 2018. Work funded by the Catchment Sensitive Farming grant scheme over recent years has already brought efficiencies for thousands of farmers and has enhanced local environments throughout England by improving water quality.

It should be noted that majority of measures delivered as part of the Catchment to Coast project will constitute works that would have been considered or required as part of existing strategies and risk reduction activities. As such delivery as part of the IRF programme allows for the implementation using grant funding and the installation of measures sooner than would have been programmed under normal circumstances, thus reducing the reactive maintenance works and costs of Southend-on-Sea Borough Council and Thurrock Council.

6 Management Case

6.1 Governance and Partnership Arrangements

Southend-on-Sea Borough Council are the lead partner of the Catchment to Coast project in collaboration with Thurrock Council. The active members of the Catchment to Coast partnership are:

- **Southend-on Sea Borough Council (project lead partner)**
- **Thurrock Council (joint lead partner)**
- Castle Point Borough Council
- Anglian Water - Catchment Management Team
- Essex Wildlife Trust
- Environment Agency
- Thames 21
- AmbioTEK CIC
- King's College London
- University of Essex

The project management and reporting structure are presented in Figure 6.1.

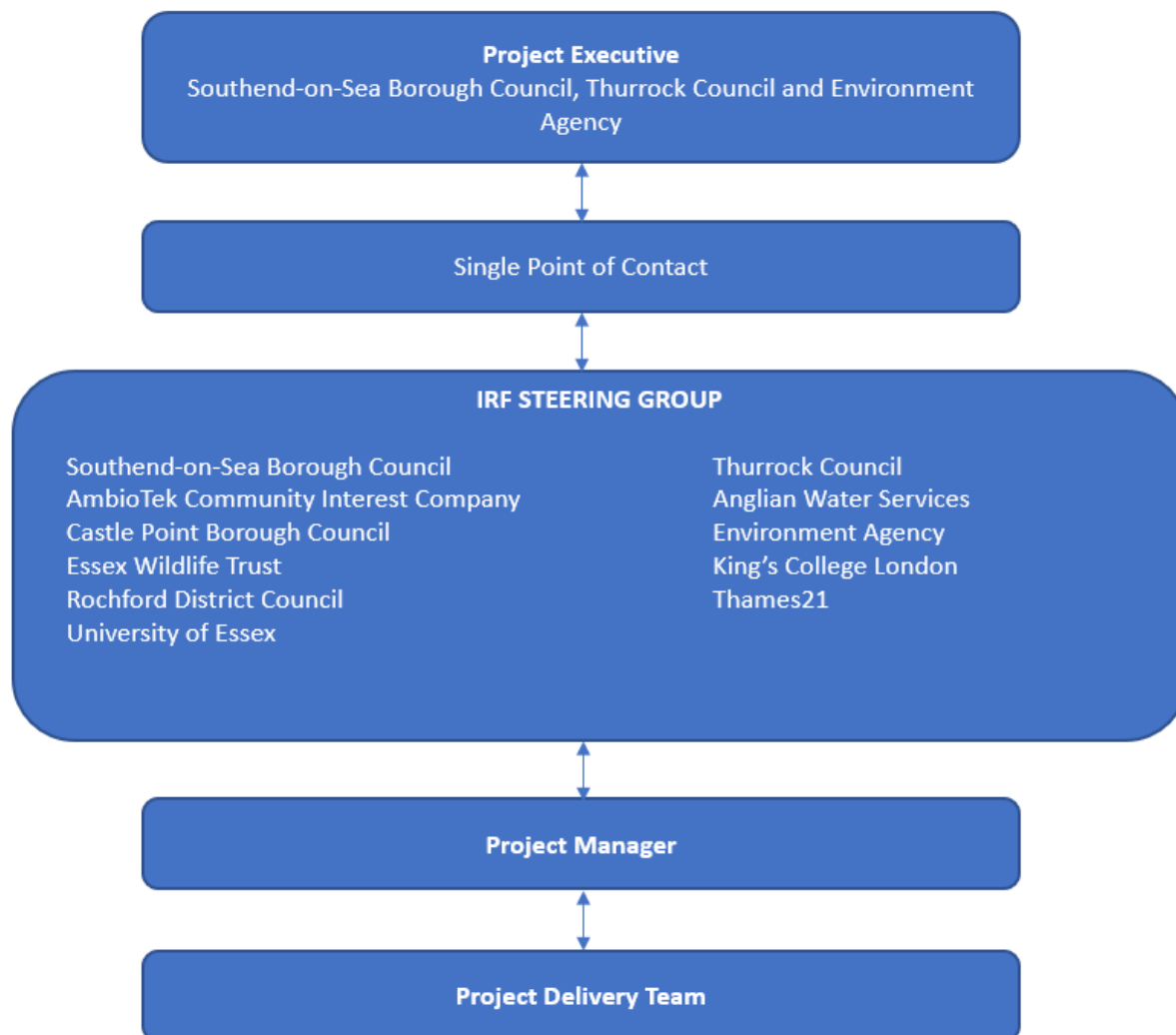


Figure 6.1: Catchment to Coast project management and reporting structure

6.2 Roles and responsibilities

The IRF Executive Project Board will determine the overall strategic direction as well as oversee any legal or financial decisions that Southend-on-Sea Borough Council is required to make as the Lead Authority Responsible Partner. The Board will also be responsible for determining any disputes within the project.

The Board constitutes an Executive Officer from the Agency, two Executive Officers and the relevant Elected Members from the IRF Lead Project Partners. The Board will meet annually (at a minimum) and not more than quarterly unless a Dispute Resolution Meeting is called.

The IRF Steering Group will be formed including an appropriate representative from each partner organisation. The Steering Group will agree and lead the programme's priorities and make key decisions on project deliverables. Occasional input may be required from additional stakeholders or SME's and ad-hoc attendance will be determined by the progress and stage of the project.

The IRF Project Manager will report the progress of the Project Delivery Team and highlight any risk or critical path items to the Steering Group for consideration and direction. The IRF Senior Responsible Officer (SRO) from the Lead Authority Responsible Organisation within the Steering Group will report to the IRF Executive Project Board and chair the quarterly meetings. External communications and engagement will be directed and agreed by the Steering Group. The Steering Group will meet quarterly as a minimum; special meetings may be called as deemed appropriate.

The IRF Project Delivery Team/s will be accountable for managing the day-to-day delivery of the project, including detailed design and construction. The Team will be chaired by the IRF Project Manager and will meet not more than monthly unless a certain workstream necessitates additional meetings. The Team will be comprised of relevant representatives and SME's from the Partnership who are critical to the successful delivery of project workstream over the six years, and membership may vary as the programme progresses.

Project progress will be reported at the IRF Steering Group by the IRF Project Manager. In addition, key decisions to be made will be discussed and determined at the Steering Group and cascaded to the IRF Delivery Team/s by the IRF Project Manager as required.

An IRF Project Manager is in place to support the work of the IRF Lead Project Partners. The IRF Project Manager will be responsible for overseeing all delivery elements of the programme including financing and reporting to Defra and the Environment Agency.

The project has developed a Memorandum of Understanding (Appendix 1) which formalises the project group structures detailed above and confirms commitment to the project by all partners.

Southend-on-Sea Borough Council have the overall responsibility of the project and the work that is undertaken within it, including financial management and project quality.

Should project partners not deliver agreed activities or workstreams performance will be escalated via the dispute process with a decision made by the steering group and then projective executives as to the appropriate action to take regarding ensuring the activities in question are completed. Such action may include but is not limited to, removing the partner from the Catchment to Coast project, ceasing payment and/or seeking financial or other forms of compensation from the relevant partner.

6.3 Programme

The project delivery will be divided into three main phases:

- Phase 1 (April 2021 to March 2023): project set-up, partnership creation, baseline data gathering, modelling, optioneering and detailed design
- Phase 2 (April 2023 to March 2025): construction, installation and measure delivery
- Phase 3 (April 2025 to March 2027): post installation monitoring, measure performance assessment, project learning

The high-level project programme can be found in Appendix 2.

6.4 Communications and Stakeholder Engagement

Stakeholder engagement will form a key part of the Catchment to Coast project due to the scope, size and scale of the project, and the large number of other organisations, stakeholders, businesses and communities that fall within the study areas. It is essential that appropriate engagement is undertaken with all relevant stakeholders to ensure the successful delivery of appropriate measures, ensure adoption and acceptance from local communities and organisations, and in measuring the success and impacts of the project.

A communication and engagement sub group has been established between project partners with initial stakeholder mapping undertaken. A Communications Plan has been created and agreed between partners and engagement plans are currently being created. Project task-groups have been set up covering the following areas to engage with appropriate partners, stakeholders and SME's which meet regularly to focus on more specific aspects of the project:

- Communication and Engagement
- Historic Landfills and Lower Catchment
- Monitoring and PhD students
- Regenerative Farming and Upper Catchment (to be finalised)
- Flood Warning Beacons (to be finalised)
- Middle catchment Measures (to be finalised)
- Ecology and Biodiversity (to be finalised)

Specific engagement will be undertaken following the acceptance of the OBC and progression of the project to the optioneering stages to ensure all stakeholders are able to input into the project and influence the option types, sizes and locations. As an important aspect to the success of the project discussions are currently ongoing surrounding the employment of a dedicated resource for the project to aid engagement with the communities and businesses.

Due to COVID-19 restrictions, the available methods for in-person public engagement are likely to be limited and it is anticipated that virtual meetings and consultations will be prioritised. Project partners Thames 21 and the Essex Wildlife Trust (EWT) will support all communications and engagement activities throughout the lifetime of the project.

A dedicated project website will be set up which will form the central point of public information to communicate project updates and receive feedback. Project updates in local media channels, such as the Echo, a daily newspaper covering South Essex, or posts by the Councils on online local community groups (e.g. Nextdoor) will raise the profile of the scheme and outline the benefits to local communities.

One of the proposed resilience actions is the implementation of an additional surface water flood warning system using light beacons in the relevant project areas. A letter drop, digital drop or in-person house visits (if COVID-19 restrictions allow) will be considered to communicate information about the flood warning system to the local communities. A full demonstration will be provided to all residents to exhibit the beacons functionality. It is particularly important that residents are aware of the flood warning system and how it will

be used, otherwise, it will be ineffective in reducing the impacts of flooding in the towns. After the resilience actions have been implemented, lessons learnt will be shared with the public.

The project will also allow for the utilisation of the existing EWT River and Coastal Warden roles to undertake some of the monitoring tasks. Thames 21 will provide training to additional volunteers on the practical delivery of small-scale NFM, including teaching them the skills to build leaky dams and plant trees, and on monitoring NFM interventions. All engagement activities will look to develop a sense of hydro-citizenship amongst communities and stakeholders.

The proposed resilience actions include NFM in the upper catchments in Thurrock, Southend-on-Sea and Rochford. Engaging with the local landowners and farmers can provide useful inputs into the planning and design of the resilience actions in these areas and also establish shared objectives. Their knowledge will enable better consideration of potential measures through the optioneering and design stages. Early engagement with the landowners and farmers will also help the project partnership to foresee any issues that may lead to an objection. The project partnership will consider creating a memorandum of understanding with landowners and farmers who will be affected by the resilience actions implemented under the Catchment to Coast project.

Engagement with planners, policy makers and developers will be undertaken throughout the project to share learning surrounding the viability of delivering SuDS, including water re-use and recycling measures. Whilst SuDS are required to be included within new developments to manage flood risk, doing so will allow the use of detailed local data, to better allow the consideration of such measures in planning policies and decision making. It is a goal of the Catchment to Coast Project that such measures become common place across Southend-on-Sea and Thurrock.

The project partnership seeks to ensure all public and stakeholder engagement to be effective and meaningful. Clear feedback loops between consultation and the impact on the design will be established. An evidence trail of stakeholder and public views will help to keep track of their influence on the project. Talking to stakeholders and the public early in the planning and design process means any issues can be identified promptly and allows sufficient time to work through them. The local community are more likely to accept development if they understand why the resilience actions are needed and if they have been allowed to influence the project. Establishment of a transparent process (except areas requiring commercial sensitivity) will also increase the likelihood of the project being accepted by stakeholders and the public.

6.5 Risks

A risk register for the project has been developed to identify and manage the risks. The register will be updated by all partners throughout the project lifetime with the content and mitigation measures discussed during weekly project delivery team calls as well as during all progress meetings and workshops.

Current key, high-level risks are outlined in Table 6.1.

	Key Risks	H/M/L	Owner	Counter Measures and approach
1	COVID-19	H	All	Follow latest government guidelines and minimise face-to-face interactions, where possible
2	Disengagement from stakeholders	M	SBC / TC	Undertake engagement early and regularly
3	Lack of acceptance from stakeholders to the project, options and/or locations being considered	M	SBC / TC	Undertake engagement early and regularly
4	Computational modelling instabilities cause delays or prevent options from being properly assessed	L	SBC / TC	Allow extra time for checking and calibration, use pre-existing models where possible
5	Necessary approvals from statutory bodies are delayed or withheld	M	SBC / TC	Engage early with relevant bodies and submit applications as early as possible
6	Costs increase due to supply chain or availability issues, including Brexit	M	SBC / TC	Place orders as early as possible and undertake early engagement with construction contractors
7	Unforeseen issues arise on site during construction and delivery	M	SBC / TC	Undertake all appropriate site investigations and trial holes as required
8	Baseline monitoring is not sufficient or in the correct place to enable appropriate learning	M	SBC / TC	Undertake detailed planning to ensure sufficient coverage of monitoring stations

Table 6.1: Key project risks

7 Recommendations and Next Steps

It is recommended that all of the next steps for the Catchment to Coast project are undertaken. These include:

- Reduce the long-list of options to a shortlist
- Undertake public and stakeholder engagement and commence training and education aspects
- Undertake modelling, environmental assessments (and all other necessary assessments) to allow the short-list to be reduced to preferred options for each project location
- Undertake further surveys and data gathering to support decisions surrounding optioneering and detailed design
- Undertake detailed design and seek appropriate consents and permissions
- Undertake procurement and prepare contractors to allow construction to be commenced from April 2023
- Complete the Full Business Case
- Undertake initial baseline modelling

- Set up the remaining task groups
- Set up a project website
- Agree and implement the PhD student roles and get students in place
- Continue recording and mitigating risks and recording lessons learnt

8 Appendices

Appendix 1 – MoU between project partners

Appendix 2 – High level project programme

DATED

CATCHMENT TO COAST MEMORANDUM OF UNDERSTANDING

BETWEEN

SOUTHEND-ON-SEA BOROUGH COUNCIL

THURROCK COUNCIL

AMBIOTEK COMMUNITY INTEREST COMPANY

ANGLIAN WATER SERVICES

CASTLE POINT BOROUGH COUNCIL

ESSEX WILDLIFE TRUST

ROCHFORD DISTRICT COUNCIL

THAMES21

KING'S COLLEGE LONDON

UNIVERSITY OF ESSEX

RELATING TO THE DELIVERY OF ENVIRONMENT AGENCY INNOVATION RESILIENCE
FUND – **CATCHMENT TO COAST**

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MEMORANDUM OF UNDERSTANDING (“MOU”)

BETWEEN

SOUTHEND-ON-SEA BOROUGH COUNCIL (the “Southend Council”) of Civic Centre,
Victoria Avenue, Southend-on-Sea, Essex SS2 6ER

THURROCK COUNCIL (the “Thurrock Council”) of Civic Offices, New Road, Grays, Essex,
RM17 6SL

AmbioTEK COMMUNITY INTEREST COMPANY (the “AmbioTEK”) of 100 Undercliff
Gardens, Leigh on Sea, Essex SS9 1ED

ANGLIAN WATER SERVICES (the “Water Services”) of Lancaster House, Lancaster Way,
Ermine Business Park, Huntingdon, PE29 6YJ

CASTLE POINT BOROUGH COUNCIL (the “Borough Council”) of Council Offices, Kiln
Road, Thundersley, Benfleet, Essex SS7 1TF

ESSEX WILDLIFE TRUST (the “Trust”) of Abbots Hall Farm, Great Wigborough,
Colchester, Essex CO5 7RZ

KING’S COLLEGE LONDON (the “King’s College London”) of Strand, London, WC2R 2LS

ROCHFORD DISTRICT COUNCIL (the “District Council”) of South Street, Rochford, Essex,
SS4 1BW

THAMES21 (the “Thames21”) of The City of London, Guildhall, Aldermanbury Street,
London, EC2V 7HH

UNIVERSITY OF ESSEX (the “University”) of Wivenhoe Park, Colchester, Essex, CO4 3SQ

All parties collectively called the **IRF CATCHMENT TO COAST**

1 Background

- 1.1 The purpose of this MoU is to set out the roles and responsibilities of IRF Partnership in relation to facilitating the delivery of the Catchment to Coast Innovation Resilience Funding Project, as detailed in the Expression of Interest (EOI).
- 1.2 This MoU shall under no circumstance be construed to form a legally binding document. Notwithstanding the foregoing, the IRF Partnership will agree in good faith to comply with this MoU and to act in a co-operative manner in respect of its operation (including supporting the clarification of project financial and technical matters).

2 Definitions and Interpretation

Operational Period

The term of this MoU is for six years commencing on 1st April 2021 and expiring on 31st March 2027.

Dispute

The meaning given in Clause 15.1.

Freedom of Information Act 2000

Means the Freedom of Information Act 2000 and any subordinate legislation made under that Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner.

Parties

Means the parties to this MoU that make up the IRF Catchment to Coast Partnership.

IRF Executive Board, Steering Group & Project Delivery Team

Membership and Terms of Reference are set out in Schedule 2 as defined within this MoU.

Project Manager

Appointed to support the delivery of the IRF Catchment to Coast Project.

IRF Lead Authority Responsible Partner

Means the Authority contracted with Department for Food and Rural Affairs (DEFRA) - in this instance Southend-on-Sea Borough Council.

Lead Project Partners

Means the two Authorities who will share the delivery of the IRF project as joint IRF Lead Project Partners – in this instance Southend-on-Sea Borough Council and Thurrock Council.

IRF Partnership Funding Agreement

Means the paperwork required to agree delivery of interventions and associated payment of funding to delivery partners.

- 2.1 References to any statute or sub-ordinate legislation in this MoU includes references to any amendments or replacements to the statute or sub-ordinate legislation that may be enacted from time to time.

- 2.2 References to clauses, paragraphs and schedules is to Clauses and Paragraphs of and Schedules to this MoU.
- 2.3 References to any gender includes any other.
- 2.4 References to writing includes email.
- 2.5 The words “include” and “including” are to be construed without limitation.
- 2.6 The singular includes the plural and vice versa.

3 Operational Period

This MoU and the rights and obligations of the IRF Catchment to Coast Partnership shall take effect for the duration of the Operational Period as set out in Section 2.

4 The Services

- 4.1 The IRF Catchment to Coast Partnership shall provide the Services as set out in the Project Plan Timeline during the Operational Period in accordance with this MoU and:
- 4.2 the Partners requirements as set out in the Specification contained in Schedule 2 and Appendix 2;
- 4.3 all applicable Legislation;
- 4.4 no changes to the Services will be made unless these have been first referred to and agreed in writing by the IRF Executive Board.

5 Partnering Principles and Responsibilities

- 5.1 The Parties acknowledge that the major objectives of this MoU are;
 - To deliver the outcomes of the Catchment to Coast IRF Project in an efficient and effective manner.
 - To improve engagement and knowledge management through the collaborative expertise of the IRF Catchment to Coast Partnership to deliver effective two-way communication throughout the life cycle of the project.
 - Build on existing and develop new collaborative working relationships between key stakeholders in the project area.
- 5.2 The Parties shall throughout the Operational Period comply with their respective responsibilities set out in this MoU and its Schedules.
- 5.3 Activities under the Project will be carried out in line with the policies and procedures of the Environment Agency (EA) Innovation Resilience Fund.

6 Publicity

- 6.1 All parties shall assist in the development and implementation of a Communication and Engagement Strategy.
- 6.2 All media releases will be circulated by the Communication & Engagement Sub-group to the IRF Steering Group representatives for comment and agreement in advance of release.

7 Termination

- 7.1 Any Party shall be entitled to terminate this MoU by giving the other Parties 3 months' written notice at any time during the Term; or by notice but with immediate effect where any Party has committed a material breach of this MoU ("Termination Date").

8 Consequences of Termination

- 8.1 The Parties shall each carry out their respective responsibilities in accordance with this MoU until the expiry date or if earlier, the Termination Date.

9 Amendments to the MoU

- 9.1 Any amendments to this MoU shall only be valid if they are in writing and signed by an authorised representative of each Party. These shall be agreed prior to amendments being made.

10 Freedom of Information

- 10.1 The Parties acknowledge that they are subject to the Freedom of Information Act (FOI) (and relevant exemptions) and agree to assist and co-operate with each other to enable them to comply with their obligations under the FOI Act.

11 Data Protection

- 11.1 The Parties shall comply with their obligations under the Data Protection Act 1998 and the Computer Misuse Act 1990 and any relevant subsequent legislation insofar as performance of this MoU gives rise to obligations under those Acts.

12 Notices

- 12.1 All notices and other communications relating to this MoU shall be in writing and shall be served by a Parties on the other Parties at the following addresses in Appendix 4.

13 Governing Law

- 13.1 This Memorandum of Understanding is governed by English Law.

14 IRF Executive Board, IRF Steering Group & IRF Project Delivery Team

- 14.1 The Parties have agreed to form an IRF Executive Board that will determine the priorities within the programme to oversee the operational, legal and financial decisions Southend-on-Sea Borough Council is required to make as IRF Lead Authority Responsible Partner.
- 14.2 The Parties have agreed to form an IRF Steering Group which will be responsible for the overall strategic direction of the programme and the vehicle through which public statements will be made.
- 14.3 The Parties have agreed to form an IRF Project Delivery Team collectively responsible for delivering, monitoring and evaluating the IRF programme.
- 14.4 The Boards will operate in accordance with the Terms of Reference contained in Schedule 2.

15 Dispute Resolution

- 15.1 In the event of a dispute between the Parties arising out of or in connection with this MoU (a "Dispute"), the Parties shall attempt to resolve the Dispute by referral to the IRF Executive Board for discussion at a managerial level appropriate to the Dispute in question.
- 15.2 If the matter cannot be resolved within forty working (40) days of it having been referred to the IRF Executive Board, the matter shall be escalated to the Environment Agency's Executive Officer for resolution and the same shall meet for discussion within fourteen (14) days thereafter or such longer period as the Parties may agree.
- 15.3 If the Dispute is not resolved within forty (40) working days of escalation of the dispute in accordance with clause 15.2 the Parties shall refer the dispute to mediation in accordance with the Centre for Effective Dispute Resolution (CEDR) Model Mediation Procedure.
- 15.4 If the Parties cannot agree on a mediator, the Parties shall appoint a mediator nominated by CEDR.
- 15.5 The Parties shall use their reasonable endeavours to conclude the mediation within forty (40) days of referral of the Dispute to mediation.
- 15.6 The Parties shall continue to comply with, observe and perform all their obligations hereunder regardless of the nature of the Dispute and notwithstanding the referral of the Dispute for resolution under this clause and shall give effect forthwith to every recommendation of the mediator.

16 Intellectual Property (IP)

- 16.1 Background intellectual property (IP) is created or developed outside this will remain as the property of who created it which called the owners. Background IP can only be shared within this project with permission from the owner.
- 16.2 Foreground IP is created or developed in this project (i.e. with project funds). It remains at the property of the creating team but is made available to others in the project. It may be open sourced (made available to anyone) if this is required by the funder or agreed by the contributing partners, so long as this does not break anonymity of human participants or create other ethical or data protection issues.
- 16.3 The IP generated in this project can be published (for example in scientific literature) in which case all parties who contributed the data should be acknowledged in the publication or be invited to contribute as co-authors of the publication.

ACCEPTANCE OF MoU

Signed for and on behalf of Southend-On-Sea Borough Council

Signature:

Name:

Date:

Position:

Signed for and on behalf of Thurrock Council

Signature:

Name:

Date:

Position:

Signed for and on behalf of Rochford District Council

Signature:

Name:

Date:

Position:

Signed for and on behalf of Castle Point Borough Council

Signature:

Name:

Date:

Position:

Signed for and on behalf of Anglian Water Services

Signature:

Name:

Date:

Position:

Signed for and on behalf of King's College London

Signature:

Name:

Date:

Position:

Signed for and on behalf of University of Essex

Signature:

Name:

Date:

Position:

Signed for and on behalf of Thames21

Signature:

Name:

Date:

Position:

Signed for and on behalf of AmbioTEK Community Interest Company

Signature:

Name:

Date:

Position:

Signed for and on behalf of Essex Wildlife Trust

Signature:

Name:

Date:

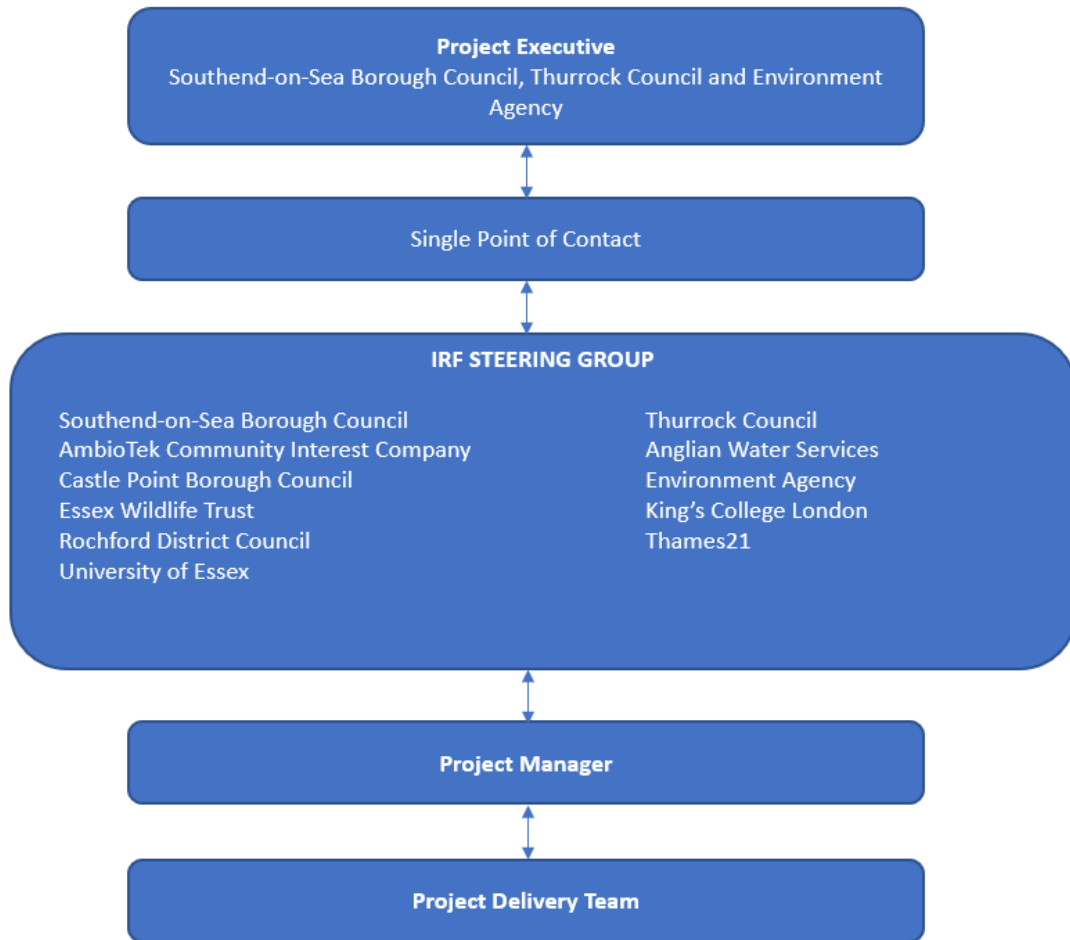
Position:

SCHEDULE 1 – SERVICE SPECIFICATIONS

1 Aims and Objectives

- 1.1 The Department for Food and Rural Affairs has awarded the IRF Catchment to Coast Partnership £6.323 million over the next six years.
- 1.2 Southend-on-Sea Borough Council is the IRF Lead Authority Responsible Partner responsible to DEFRA for overall programme and financial management.
- 1.3 Southend-on-Sea Borough Council and Thurrock Council will share the delivery of the IRF project as joint IRF Lead Project Partners.
- 1.4 Southend-on-Sea Borough Council and Thurrock Council will lead on area specific projects within each of their administrative boundaries to ensure robust governance of project elements.
- 1.5 The Catchment to Coast Project has six key objectives:
 - The project will enhance the existing collaborative working arrangements between Southend-on-Sea Borough Council and Thurrock Council and build upon the history of successful joint scheme deliveries. Furthermore, the Catchment to Coast Partnership will develop new collaborative working relationships between key stakeholders in the area, ranging from other government organisations, wildlife charities, utility companies and academic institutions, to deliver multiple benefits.
 - Catchment to Coast will examine, implement, and evaluate the use of natural flood management to protect the upper catchments within Thurrock, Rochford and Southend-on-Sea.
 - Catchment to Coast will investigate the management and protection of historic coastal landfill sites, by gathering baseline data and using innovative nature-based solutions and other techniques.
 - The project will develop a visual surface water/tidal flood warning system to warn those living in high-risk areas who do not subscribe to the national flood warnings service.
 - Collaborative PhD research opportunities will be utilised with local universities through the trialling of not only innovative techniques to improve flood and erosion resilience but also the use of smart tools for monitoring and evaluation.
 - Improved engagement and knowledge management through the collaborative expertise of the Partnership, innovative approaches and techniques will be developed to ensure effective, two-way communication throughout the life cycle of the project.

2 Partnership Management and Reporting Structure



3 Project Plan

3.1 Please see the FCERM 7 Form and the Project Plan Timeline in Appendix 1.

SCHEDULE 2 - TERMS OF REFERENCE

1 Roles and Responsibilities

- 1.1 Partnership roles and responsibilities is summarised below. IRF Project Commitment Forms for all partners are attached in Appendix 2.

2 IRF Executive Project Board

- 2.1 The IRF Executive Project Board will determine the overall strategic direction as well as oversee any legal or financial decisions that Southend-on-Sea Borough Council is required to make as the Lead Authority Responsible Partner.
- 2.2 The Board will also be responsible for determining any disputes within the project.
- 2.3 The Board will be made up of an Executive Officer from the Agency, two Executive Officers and the relevant Elected Members from the IRF Lead Project Partners.
- 2.4 The Board will meet annually (at a minimum) and not more than quarterly unless a Dispute Resolution meeting is called.

3 IRF Steering Group

- 3.1 The IRF Steering Group will be formed by a representative from each partner organisation. The Steering Group will agree and lead the programme's priorities and make key decisions on project deliverables.
- 3.2 However, from time-to-time input may be required from additional stakeholders. Additional stakeholder attendance will be determined by the progress and stage of the project.
- 3.3 The IRF Project Manager will report progress of the Project Delivery Team and highlight any risk or critical path items to the Steering Group for consideration and direction.
- 3.4 The IRF Senior Responsible Officer (SRO) from the Lead Authority Responsible Organisation within the Steering Group will report to the IRF Executive Project Board and chair the quarterly meetings.
- 3.5 External communications and engagement will be directed and agreed by the Steering Group.
- 3.6 The Group will meet quarterly as a minimum; special meetings may be called as deemed appropriate.

4 IRF Project Delivery Team

- 4.1 The IRF Delivery Team will be accountable for managing the day-to-day delivery of the project.
- 4.2 The Team will be chaired by the IRF Project Manager and will meet not more than monthly unless a certain workstream necessitates an additional special meeting.
- 4.3 The Team will be comprised of relevant representatives from the Partnership who are critical to the successful delivery of project workstream over the six years; this membership may vary as the programme progresses.

4.4 Project progress will be reported at the IRF Steering Group by the IRF Project Manager. In addition, key decisions to be made will be discussed and determined at the Steering Group and cascaded to the IRF Delivery Team by the IRF Project Manager as required.

5 IRF Project Manager

5.1 The IRF Project Manager is in place to support the work of the IRF Lead Project Partners.

5.2 The IRF Project Manager will be responsible for overseeing all delivery elements of the programme including financing and reporting to DEFRA through the resourcing and staffing structure outlined in this MoU.

SCHEDULE 3 – STAFFING & FINANCE ARRANGEMENTS

1 Funding

- 1.1 The Partnership has secured £6.324 million over the next six years from the Department of Environment, Food and Rural Affairs from the Innovation Resilience Funds for the period 2021 – 2027.
- 1.2 All Parties will be required to submit a quarterly financial claim form. Partners are required to submit the claim form provided in Appendix 3 by first week of the month.
- 1.3 The payment will be made within 30 days after receipt of claim form.

2 Staffing and Resources

- 2.1 The IRF Lead Project Partners will be responsible for programme delivery and co-ordination across the partners, supported IRF Project Manager.
- 2.2 Funds allocated for delivery within partnership organisations will typically be provided in arrears following completion of a Project Fund Claim Form that will detail the allocated budget, defrayed expenditure and outputs delivered.
- 2.3 Notwithstanding clause 2.2, funds for PhD Studentships will be provided annually in advance as detailed in an agreed budget and formalised in a Studentship agreement.
- 2.4 The outputs expected and timetable of claims for reimbursement of delivery costs incurred by partnership organisations will be agreed on a project-by-project basis as set out in this MoU.

APPENDICES

- Appendix 1 FCERM 7 Form and Project Plan Timeline
- Appendix 2 IRF Project Commitment Forms
- Appendix 3 IRF Catchment to Coast Project Claim Form
- Appendix 4 Partner Addresses and Contact Details

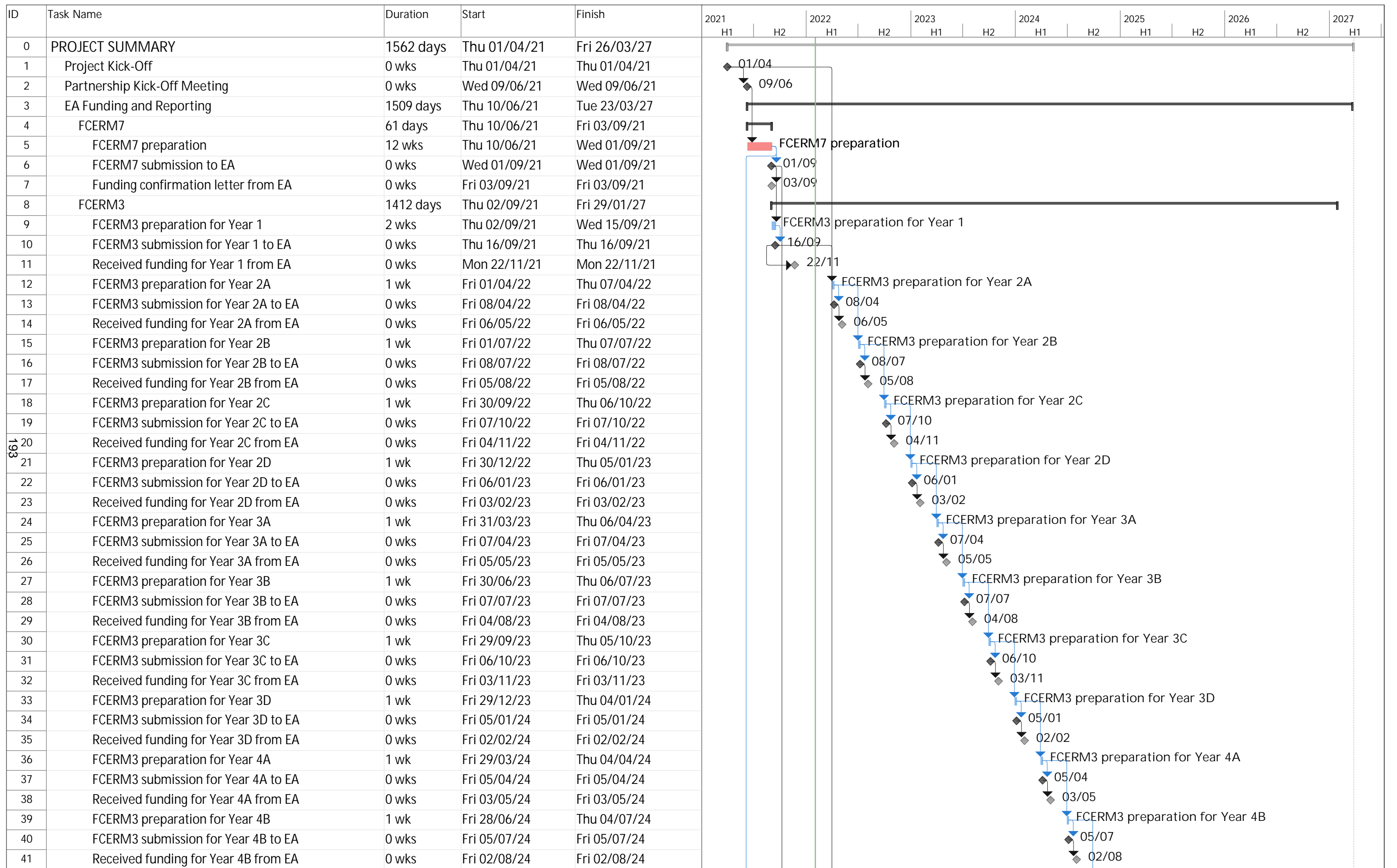
Appendix 1 FCERM 7 Form and Project Plan Timeline

Appendix 2 IRF Project Commitment Forms

Appendix 3 IRF Catchment to Coast Project Claim Form

Appendix 4 Partner Addresses and Contact Details

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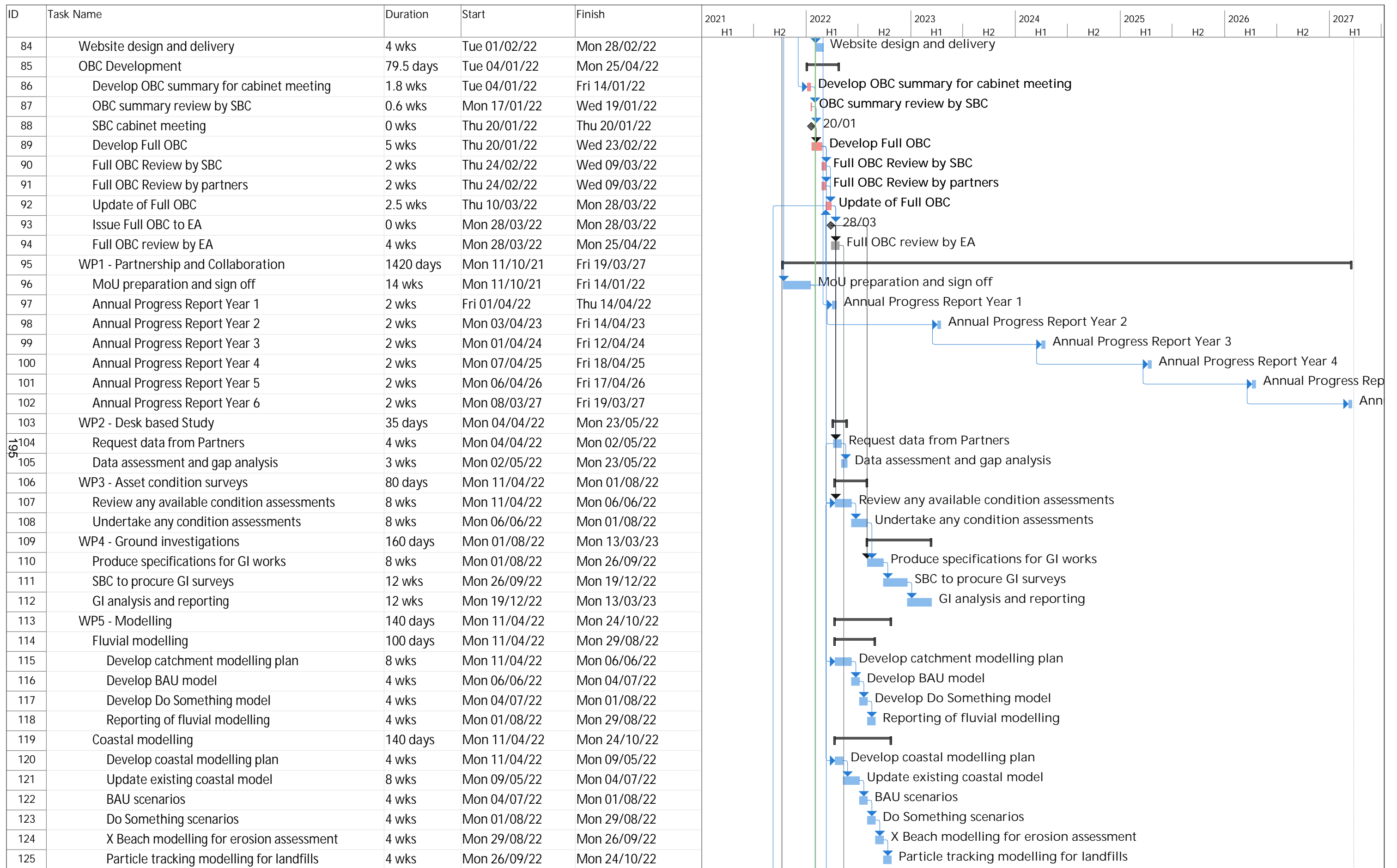
Project: Catchment to Coast
Date: Wed 02/02/22

Task Summary External Tasks Critical
 Milestone Project Summary External Milestone



Project: Catchment to Coast
Date: Wed 02/02/22

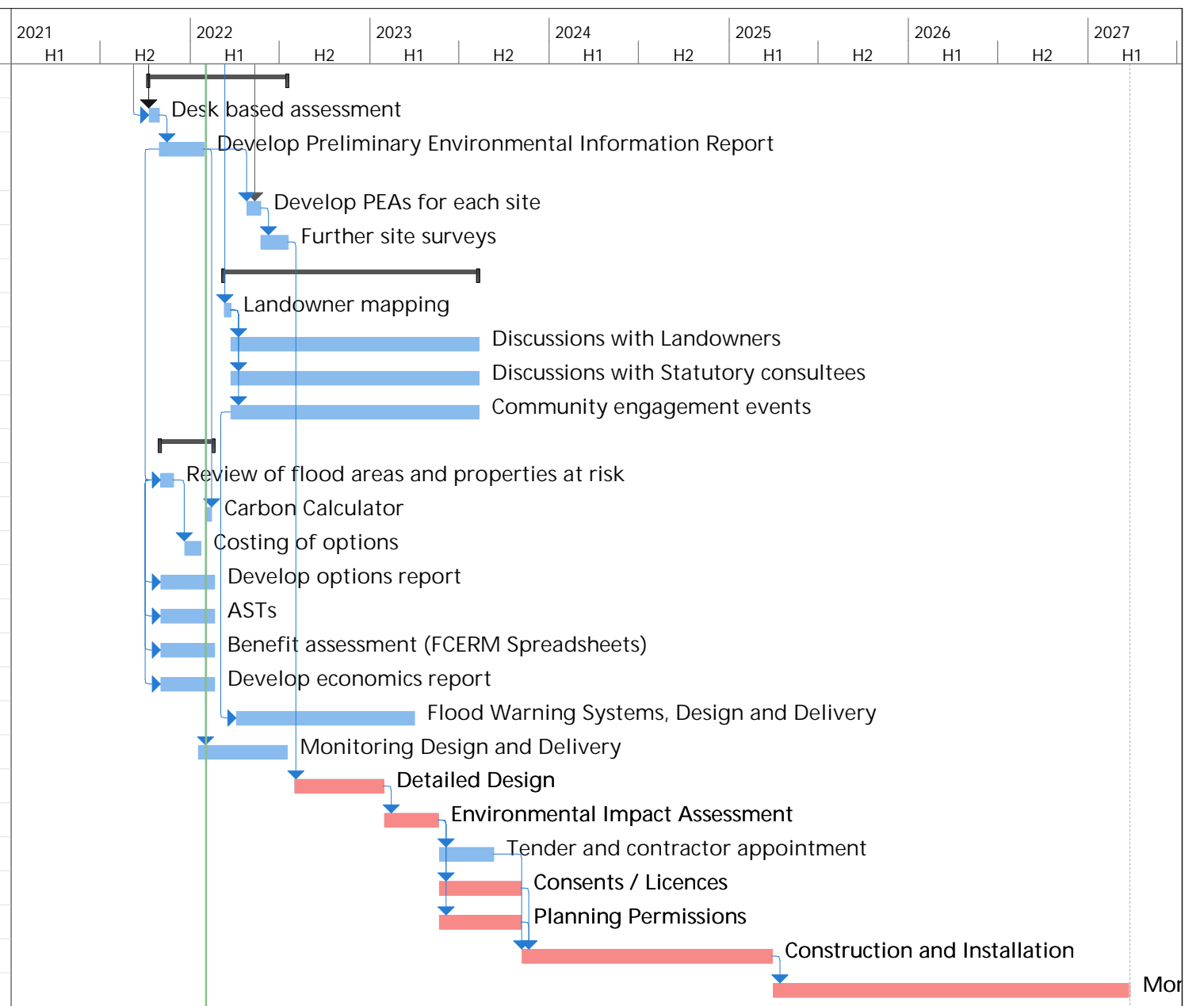
Task Summary External Tasks Critical
 Milestone Project Summary External Milestone



Project: Catchment to Coast
Date: Wed 02/02/22

Task Summary External Tasks Critical
 Milestone Project Summary External Milestone

ID	Task Name	Duration	Start	Finish	2021	2022	2023	2024	2025	2026	2027
					H1	H2	H1	H2	H1	H2	H1
126	WP6 - Environmental Assessments and consents	201.5 days	Fri 08/10/21	Mon 18/07/22							
127	Desk based assessment	3 wks	Fri 08/10/21	Thu 28/10/21							
128	Develop Preliminary Environmental Information Report	13 wks	Fri 29/10/21	Thu 27/01/22							
129	Develop PEAs for each site	4 wks	Mon 25/04/22	Mon 23/05/22							
130	Further site surveys	8 wks	Mon 23/05/22	Mon 18/07/22							
131	WP7 - Stakeholder and community engagement	370 days	Thu 10/03/22	Wed 09/08/23							
132	Landowner mapping	2 wks	Thu 10/03/22	Wed 23/03/22							
133	Discussions with Landowners	72 wks	Thu 24/03/22	Wed 09/08/23							
134	Discussions with Statutory consultees	72 wks	Thu 24/03/22	Wed 09/08/23							
135	Community engagement events	72 wks	Thu 24/03/22	Wed 09/08/23							
136	WP8 - Design Options Appraisal	80 days	Mon 01/11/21	Fri 18/02/22							
137	Review of flood areas and properties at risk	4 wks	Mon 01/11/21	Fri 26/11/21							
138	Carbon Calculator	2 wks	Mon 31/01/22	Fri 11/02/22							
139	Costing of options	5 wks	Mon 20/12/21	Fri 21/01/22							
140	Develop options report	16 wks	Mon 01/11/21	Fri 18/02/22							
141	ASTs	16 wks	Mon 01/11/21	Fri 18/02/22							
142	Benefit assessment (FCERM Spreadsheets)	16 wks	Mon 01/11/21	Fri 18/02/22							
143	Develop economics report	16 wks	Mon 01/11/21	Fri 18/02/22							
144	Flood Warning Systems, Design and Delivery	52 wks	Mon 04/04/22	Fri 31/03/23							
145	Monitoring Design and Delivery	26 wks	Mon 17/01/22	Fri 15/07/22							
146	Detailed Design	26 wks	Mon 01/08/22	Fri 27/01/23							
147	Environmental Impact Assessment	16 wks	Mon 30/01/23	Fri 19/05/23							
148	Tender and contractor appointment	16 wks	Mon 22/05/23	Fri 08/09/23							
149	Consents / Licences	24 wks	Mon 22/05/23	Fri 03/11/23							
150	Planning Permissions	24 wks	Mon 22/05/23	Fri 03/11/23							
151	Construction and Installation	73 wks	Mon 06/11/23	Fri 28/03/25							
152	Monitoring and Evaluations	104 wks	Mon 31/03/25	Fri 26/03/27							



Project: Catchment to Coast
Date: Wed 02/02/22

Task Summary External Tasks Critical

Milestone Project Summary External Milestone