

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Place Scrutiny Committee

Date: Monday, 23rd November, 2020

Time: 6.30 pm

Place: Virtual Meeting via MS Teams

Contact: Tim Row - Principal Democratic Services Officer

Email: committeesection@southend.gov.uk

A G E N D A

1 Apologies for Absence

2 Declarations of Interest

3 Questions from Members of the Public

4 Minutes of the Meeting held on Monday 12th October 2020

****** ITEMS CALLED-IN/REFERRED DIRECT BY CABINET –
TUESDAY, 3RD NOVEMBER 2020**

5 Annual Comments, Compliments and Complaints Report (Pages 5 - 36)
Minute 515 (Cabinet Agenda Item No. 7 refers)
Referred direct to all three Scrutiny Committees and called-in by Councillors
Cox and Davidson

6 Destination Southend (Pages 37 - 52)
Minute 516 (Cabinet Agenda Item No. 8 refers)
Called-in by Councillors Cox and Davidson

7 The Beecroft Trust - Council Options (Pages 53 - 58)
Minute 519 (Cabinet Agenda Item No. 11 refers)
Called-in by Councillors Cox and Davidson

8 Hamlet Court Road draft Conservation Area Designation (Pages 59 - 66)
Minute 521 (Cabinet Agenda Item No. 13 refers)
Called-in by Councillors Cox and Davidson

9 Notice of Motions (Referred by Council, 10th September 2020)
(Pages 67 - 86)
Minute 526 (Cabinet Agenda Item No. 18 refers)
The following Notices of Motion fall within the remit of this Scrutiny Committee:
Appendix A – Ban BBQs in the Borough
Appendix B – Conversion of Twenty One Site in Cycling Hub and Café
Appendix D – Cycling Strategy
Appendix F – Ekco Park Estate
Appendix G – Make Gardens and Open Spaces to RHS Britain in Bloom
Standard

Appendix J – Southend Illuminations Festival of Light
Appendix K – Tyre Pump Stations
Appendix L – Water Fountains and Water Bottle Refill Points
Called-in by Councillors Cox and Davidson

****** ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET COMMITTEE -
MONDAY 2ND NOVEMBER 2020**

None

****** ITEMS CALLED-IN FROM THE FORWARD PLAN**

None

****** PRE-CABINET SCRUTINY ITEMS**

None

****** OTHER SCRUTINY MATTERS**

10 In-depth Scrutiny Project - Update

11 Exclusion of the Public

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

12 Report to the Trustees of the Beecroft Trust

Report to follow

TO: The Chair & Members of Place Scrutiny Committee:

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

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Place Scrutiny Committee

Date: Monday, 12th October, 2020
Place: Virtual Meeting via MS Teams

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Present: Councillor A Moring (Chair)
Councillors B Ayling, J Beck, A Bright, L Burton, D Cowan, T Cox,
A Dear, M Dent, S George, D Jarvis, S Wakefield, C Walker, N Ward
and P Wexham

In Attendance: Councillors I Gilbert, C Mulroney, K Robinson, M Terry and
R Woodley (Cabinet Members)
Councillor K Evans
A Lewis, J Chesterton, L Reed, T Forster, E Cooney, S Dolling,
G Halksworth, G Gilbert, N Laver, T Row, A Smyth, and E Cook

Start/End Time: 6.30 pm - 7.20 pm

421 Simon Leftley MBE

The Committee was informed that Simon Leftley, the Council's former Deputy Chief Executive (People), had received the award of Member of the Order of the British Empire in the Queen's Birthday Honours Lists 2020 in recognition of the outstanding services to People with Learning Disabilities in Southend and Essex. The Leader of the Council and the Committee paid tribute to Mr Leftley and requested that their congratulations be extended to him for his well-deserved award.

422 Apologies for Absence

Apologies for absence were received from Councillors Buck and Chalk.

423 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors I Gilbert, A Jones, C Mulroney, K Robinson and R Woodley (Cabinet Members) - Interest in the called-in items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011; and

(b) Mr A Lewis – Minute 426 (Updated Local Financial Assessment and Illustration of the Potential Impact of Covid-19 on the Council's Medium-Term Financial Strategy 2020/21 – 2024/25) – Non-pecuniary interest: Member of the Porters Place LLP Board.

424 Questions from Members of the Public

There were no questions from members of the public.

425 Minutes of the Meeting held on Tuesday, 1st September, 2020

Resolved:-

That the Minutes of the Meeting held on Tuesday, 1st September, 2020 be received, confirmed as a correct record and signed.

426 Updated Local Financial Assessment and Illustration of the Potential Impact of Covid-19 on the Council's Medium-Term Financial Strategy 2020/21 – 2024/25

The Committee considered Minute 377 of Cabinet held on 15th September, 2020, which had been called-in to all three Scrutiny Committees for consideration, together with the report of the Executive Director (Finance & Resources) providing an updated assessment of the local financial impact of Covid-19 and a range of high level scenarios to illustrate the potential scale of the financial challenge over the short and medium term.

Resolved:-

That the following decisions of Cabinet be noted:

“ 1. That the Council's updated assessment of the local financial impact of the unprecedented challenges that has been caused by the pandemic, be noted.

2. That the scale of the potential financial challenge summarised in the submitted report, be noted.

3. That the Council's Medium-Term Financial Strategy is reviewed and a range of options are developed to ensure continuing financial sustainability.

4. That the Cabinet receive regular reports to future Cabinet meetings, which will provide updated assessments on our financial position and outline any changes to our strategy and range of assumptions.”

Note: This is an Executive Function

Executive Member: Councillor Gilbert

427 SO46 Report

The Committee considered Minute 398 of the meeting of Cabinet held on 15th September 2019 which had been called in to Scrutiny, in connection with the action taken regarding the re-opening the Borough's Leisure Centres following the Covid-19 lockdown.

In response to questions and comments regarding concerns of the service provided at the leisure centres during and after the lockdown period, the Cabinet Member for Business, Tourism and Culture gave an undertaking to raise the issues with the local management team from Fusion at a review meeting taking place in November. The outcome of that meeting would be shared with the Scrutiny Committee.

Resolved:

That the following decision of Cabinet be noted:

“That the report be noted”

Note: This is an Executive Function
Cabinet Member: Councillor Robinson

428 Porters Place Southend-on-Sea LLP: Additional 100 Homes Update

The Committee considered Minute 407 of Cabinet held on 6th October, 2020, which had been referred to the Scrutiny Committee for consideration. The Committee also had before it the report of the Executive Director (Finance & Resources) providing an update on the provision of an additional 100 affordable homes for social rent and sought approval to enter into and execute the legal agreement to secure the homes.

Resolved:-

That the following decisions and recommendation of Cabinet be noted:

“1. That it be noted that the Legal Agreement (“the Agreement”) that has been negotiated by the Council, Swan Housing Association and Porters Place Southend on Sea LLP as set out in the submitted report is now completed to secure the additional 100 affordable homes for social rent.

2. That authority be delegated to the Executive Director (Finance & Resources) and Director of Housing in consultation with the Leader to:

a) Review and, if applicable, approve any offer made under the Agreement to acquire or gap fund with nomination rights any of the 100 additional affordable homes;

b) Settle and complete the value for money terms of each acquisition or gap funding with nomination rights, within the approved capital investment programme budget; and

c) In the event of an acquisition option being selected, to agree and procure the management arrangements for these units.

Recommended:-

3. That an initial budget addition to the Housing Revenue Account Capital Investment Programme of £10m for this project, to be funded by the HRA capital investment reserve, be approved.”

Note: The decisions in 1 and 2 above constitute an Executive Function. The decision in 3 above constitutes a Council Function.

Cabinet Member: Councillor Gilbert

429 Exclusion of the Public

Resolved:-

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

430 SO46 - Confidential Sheet

The Committee considered Minute 400 of the meeting of Cabinet held on 15th September 2020 which had been called in to Scrutiny, regarding the confidential sheet in connection with the action taken under Council Procedure Rule 46 in respect of the re-opening of the Borough's Leisure Centres following the Covid-19 lockdown.

The Cabinet Member for Business, Culture and Tourism undertook to provide a written response in response to a question regarding why the Council could not have stepped in to take temporary management of the leisure contract.

Resolved:

That the following decision of Cabinet be noted:

"That the report be noted"

Note: This is an Executive Function
Cabinet Member: Councillor Robinson

Chair: _____

Southend-on-Sea Borough Council

Report of Chief Executive
to

Executive Briefing - 20 October 2020

Cabinet - 3 November 2020

Agenda
Item No.
5

Report prepared by:

Val Smith – Knowledge and Information Manager
(Overarching report and Appendix A and D)
Charlotte McCulloch – Customer Service & Complaints
Manager (Appendix B)
Michael Barrett – Complaints Officer (Appendix C)

Cabinet Member (overarching) - Cllr Terry
Cabinet Member Appendix B Report – Cllr Harp
Cabinet Member Appendix C Report – Cllr Jones

Annual Report – Comments, Complaints and Compliments – 2019/20

All Scrutiny Committees

A Part 1 Public Agenda Item

1. Purpose of Report

1.1 This report is to:

- Provide performance information about comments, complaints and compliments received across the Council for 2019/20
- Fulfil the Council's statutory duty to produce an annual report concerning compliments and complaints received about its Children and Adult social care functions.
- Fulfil the duty of the Monitoring Officer to report to councillors on the findings of certain Local Government and Social Care Ombudsman investigations

2. Recommendations

2.1. To note the Council's performance in respect of comments, complaints, and compliments for 2019/20. To refer the report to all Scrutiny Committees (Appendix B and C to the People Scrutiny Committee only).

2.2 That authority is given for the changes recommended to be made to the corporate Comments, Complaints and Compliments policy as detailed in Section 4.3 of the Corporate Comments, Complaints and Compliments Report (Appendix A).

3. Background

3.1. Complaints which do not have an alternative bespoke process are considered under the corporate Comments, Complaints and Compliments process. It is good practice for the Cabinet to receive an annual report on the operation of the process and insight arising from it; this report is attached at **Appendix A**.

3.2. Legislation requires that statutory processes be in place to deal with complaints relating to children and adults social care and to produce annual reports concerning them. These reports also need to be shared with the Care Quality Commission and the Department of Health. These reports are provided as **Appendices B and C** to this report.

3.3. Under section 5(2) of the Local Government and Housing Act and the Local Government Act 1974, the Monitoring Officer is required to report a summary of the findings of the Local Government and Social Care Ombudsman with regard to cases considered by them which relate to the Council. This report is provided at **Appendix D**.

3.4. The table below sets out the total number of Comments, Complaints and Compliments (Corporate and Statutory) processed in 2019/20 in comparison with the previous three years.

| Type | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|----------------------------------|-------------|-------------|-------------|-------------|
| Complaints (including Statutory) | 866 | 681 | 603 | 608 |
| Comments and Compliments | 2441 | 2230 | 2138 | 1825 |
| Grand Total | 3307 | 2911 | 2741 | 2433 |

There has been no substantial change in the levels of feedback received. Analysis of the data gathered is included in the reports at Appendix A to C.

4. Lessons Learnt and Service Improvements

4.1 Whilst responding to feedback in a timely manner is a priority, it is also important for Council services to reflect on lessons learnt and improving outcomes. This is recognised by the Local Government and Social care Ombudsman's principles of good complaints handling as being customer focused, putting things right and seeking continuous improvement.

- 4.2 As the Council seeks to redesign and transform its services, data from Comments, Complaints and Compliments is a valuable source of information about how those services are received in practice. Feedback from users of our services is used to remedy individual instances and also to inform service design, revise practices and procedures and provide insight to service areas about how their delivery is experienced in practice.

Examples of service improvements are contained within the individual reports at Appendix A to D.

5. Future developments

- 5.1 In the coming year we will seek to strengthen the learning from insight provided by customers through complaints. We will do this by providing quantitative and qualitative information to service areas, service redesign initiatives, internal audit and others which enables them to hear what service users are saying and take action upon it.
- 5.2 During 2019/20 the senior management structure altered considerably. The corporate Comments, Complaints and Compliments process requires amendment to better reflect the revised structure and the management responsibilities within it. See section 4.3 of the Corporate Comments, Complaints and Compliments Report (Appendix A).

6. Other Options

The Council is required by legislation to report regarding social care statutory complaints and Local Government and Social Care Ombudsman complaint outcomes. Reporting on the efficacy of a complaint processes is best practice. While the content of the reports is not prescribed, reporting itself is obligatory.

7. Reason for Recommendation

To ensure the Council continues to have transparent and effective complaint procedures and utilises feedback from customers to good effect.

7. Corporate Implications

7.1 Contribution to Southend 2050 Road Map

Feedback both positive and negative is a direct source of information about how services provided by the Council are being experienced in practice. It also provides information about the type of services the Council's customers would like to have.

This insight may relate to any of the themes and outcomes of the Southend 2050 road map.

7.2 Financial Implications

Service improvements continue to result in meaningful outcomes for customers. A robust complaint process with thorough investigation and a positive approach reduces the likelihood of financial remedies being recommended by the LGSCO.

7.3 Legal Implications

These reports ensure compliance with statutory complaints processes and reporting obligations.

7.4 People Implications

Effective complaint handling is resource intensive but benefits the organisation by identifying and informing service improvements, development needs and managing the process for customers who are dissatisfied.

7.5 Property Implications

None specific

7.6 Consultation

The Advocacy Services and Representations Procedure (Children) (Amendment) Regulations 2004 confer a duty on local authorities to provide information about advocacy services and offer help to obtain an advocate to a child or young person wishing to make a complaint. All children and young people wishing to make a complaint are offered the services of an advocate.

7.7 Equalities and Diversity Implications

The complaints process is open to all and has multiple methods of access for customers. Adjustments to the process are made for those who require it because of a protected characteristic.

Although most commonly the process is accessed through e-mail and on-line forms, traditional methods such as post are available and where necessary a complaint can be transcribed over the telephone or be made in person.

This supports those who might otherwise be inhibited from using the process, perhaps through vulnerability.

7.8 Risk Assessment

Personal data regarding comments, complaints and compliments are recorded in approved centralised systems which can only be accessed by nominated officers.

7.9 Value for Money

Resolving a complaint as early as possible in the process reduces officer time spent dealing with concerns as well as providing the opportunity to improve service delivery.

7.10 Community Safety Implications

None specific

7.11 Environmental Implications

None specific

8. Background Papers - None

9. Appendices

Appendix A - Corporate Comments, Complaints and Compliments

Appendix B - Compliments, Concerns and Complaints – Adult Social Care

Appendix C - Compliments and Complaints – Children’s Social Care

Appendix D – Monitoring Officer report regarding investigations of the LGSO

Corporate Comments, Complaints and Compliments Report

1. Purpose of Report

- 1.1 To report on the performance relating to the Corporate Comments, Complaints and Compliments (non-statutory) procedure and to provide comparisons with previously reported results.

2.0 Recommendations

- 2.1 To note performance relating to the Corporate Comments, Complaints and Compliments process between 1st April 2019 and 31st March 2020.
- 2.2 To endorse in principle that the process be revised to:
- Reflect the revised configuration of the senior management structure of the Council
 - Deliver good quality responses within achievable timescales.

3. Background

- 3.1 The Council's Corporate Comments, Complaints and Compliments procedure has been in place since 2009 and is well established throughout the organisation. It services all general feedback about the Council, except those that have their own bespoke process.
- 3.2 Examples of complaints outside the process include children and adult social care statutory complaints (see report at Appendix B and C), appeals against parking fines and concerns about schools.
- 3.3 An effective complaint system delivers:
- Early warning of things going wrong
 - Root cause analysis which finds out what is causing a problem and does something about it
 - Fair outcomes for individuals who complain
 - Individual outcomes which are applied to the wider customer base
 - Continuous improvement of products/processes and people skills
 - Appropriate remedies where things have gone wrong.

The following information demonstrates how the corporate complaints process is meeting these objectives.

4. PERFORMANCE TO DATE

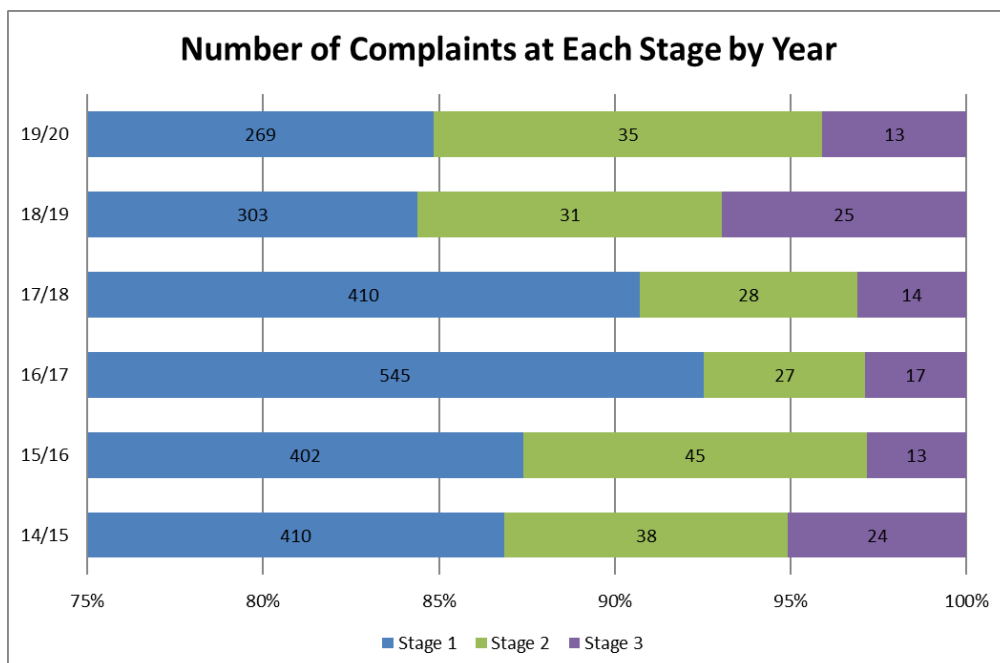
4.1 The number of complaints received



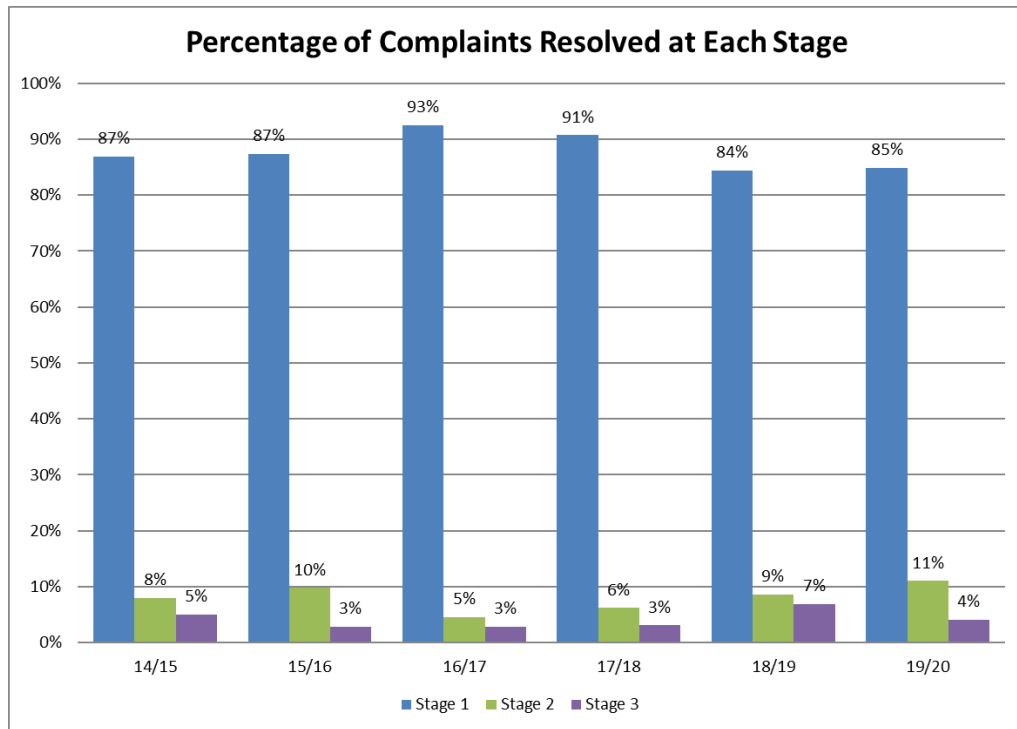
The number of complaints made under the corporate process has continued its downward trend. The complaints received have spanned 33 different council products and services.

4.2 Progression through the complaint stages

4.2.1 The number of complaints resolved at each Stage of the process is as follows:



4.2.2 The percentage of complaints resolved at each Stage of the process is as follows:



4.2.3 Although the total number of complaints made has decreased this year, the proportion of complainants satisfied with the response received at the first Stage of the complaint process has remained almost the same. 48 complaints progressed further, with 35 being resolved at the second Stage and 13 at the third and final Stage. The proportion resolved at Stage 2 has risen and the third stage is accessed by a small proportion at the level commonly seen before the peak last year.

4.2.4 The 13 complaints which reached Stage 3 spanned 9 different services with the maximum any service had being 3. Details of Stage 3 complaints which went on to be considered by the LGSCO are included in the Monitoring Officer Report of LGSO Investigations. Due to the time lag for Ombudsman resolution, these complaints may have originated in years prior to 2019/20 and some complaints from 2019/20 may yet be referred to the Ombudsman.

4.3 The time within which complaints are resolved

4.3.1 The stated aim of the corporate complaints process is to respond to Stage 1 and 2 complaints within 10 working days of their receipt. This has been achieved in 66% of cases which is a decline over previous years. Resource has been increased in the Performance and Business Support team, which is expected to improve the position, but the target of 80% of complaints being met within timescale remains elusive.

| 2017/18 | | 2018/19 | | 2019/20 | |
|----------------------------|-----------------------------------|----------------------------|-----------------------------------|----------------------------|-----------------------------------|
| No. Stage 1 & 2 Complaints | % Responded to in 10 working days | No. Stage 1 & 2 Complaints | % Responded to in 10 working days | No. Stage 1 & 2 Complaints | % Responded to in 10 working days |
| 438 | 73% | 334 | 76% | 304 | 66% |

4.3.2 When someone has taken the trouble to complain, it adds intensity to their grievance when they receive a late response. This then becomes an additional cause for complaint at subsequent stages. Having spoken to complaint officers, it would seem that in many instances at Stage 1 and 2 of the process, ten days is simply not enough time to draft a considered response and there is a tension between timeliness and quality.

4.3.3 Extending the timescale at Stage 1 and 2 to allow for more investigation and a comprehensive response, would hopefully reduce the need for complainants to escalate their complaint and cause less additional cause to complain because of unmet expectations in response time. Where complaints are escalated, there would be more opportunity for in depth investigation earlier in the process and less likelihood that a Stage 2 response would simply mirror a Stage 1 reply.

4.3.4 It is therefore proposed that the Stage 1 deadline be extended to 15 working days and Stage 2 to 20 working days.

4.3.5 The Local Government and Social Care Ombudsman recommends that a complaint process take no more than 12 weeks in total. As a consequence of extending the time available at Stage 1 and 2, the Stage 3 response period of 35 working days will need to be reduced. It is recommended that this be reduced to 25 working days.

4.3.6 Some of the current time taken at the third stage can be recouped by simplifying the sign off process for Stage 3 complaints. It is proposed that in future Stage 3 complaints are signed by the most relevant member of the Corporate Management Team (CMT - Executive Director, Deputy Chief Executive or Chief Executive). Not only will this provide more flexibility and remove one stage of the current sign off process, but also will better reflect the senior leadership role of all members of CMT. No change is proposed to the part of the Leader of the Council in the process.

4.3.7 For some Stage 3 complaints it can be seen from the outset that there is nothing to be gained from an additional investigation. The LGSCO will not usually consider a complaint until the Council has had an opportunity to investigate it fully. Some Stage 3 complaints are made with the stated objective of getting through the final stage in order to be able to complain to the Ombudsman.

4.3.8 It is proposed that, in order to more effectively focus resources, the option be made available at Stage 3 of the process to determine that there is no benefit from further investigation, that the Stage 2 response is the Council's final position and the complainant is free to approach the LGSCO should they so wish. This is in accordance with LGSCO procedures.

4.3.9 In order to ensure impartiality, such a decision would be made by an officer of the Corporate Strategy Group and agreed by the Executive Director concerned. It is expected that this option would be used sparingly but would reduce unnecessary duplication of work and allow complainants who are unlikely to be satisfied at Stage 3 to go to the Ombudsman with less delay.

4.3.10 Some complainants seek to use the corporate complaints process in preference to other review processes. It is proposed that the complaints process be clarified to state that where an alternative review or appeal process exists concerning the matter being complained of, a complaint will not be considered under the corporate process until that review or appeal has been concluded.

4.3.11 The sum of these changes will be a better service for complainants with more consideration of their complaint earlier in the process. To enable the extra time at Stage 1 and 2 to be most effective, over the next year training in listening to and learning from complaints, understanding the benefits of the insight provided by those who complain and how to respond well, will be offered to those officers who have handling complaints as part of their responsibilities.

4.3.12 Unfortunately there are some complainants whose behaviour is unreasonable, no matter how well their business with us is conducted. The Policy on the Management of Unreasonable Complainant Behaviour is available where this is the case. It too will be amended so that the formal decision to apply appropriate limitations on contact may be taken by any member of CMT, rather than relying on only the Deputy Chief Executive and Chief Executive.

4.4 Nature of Complaints

4.4.1 Category - Poor level of service/not followed a procedure correctly

The main reason for complaint in 245 instances was that the customer believed the Council (or its contractor) had provided a poor level of service or had not followed a procedure correctly.

Where an outcome was recorded, 52% of this type of complaint was upheld.

4.4.2 Category - Staff have been rude or unhelpful

In 40 instances a complaint was made because a customer felt that a representative of the Council had been rude or unhelpful. Where an outcome was recorded, 54% of this type of complaint was upheld.

4.4.3 Category - Wrongly interpreted the law, council policy or procedure

There were 11 complaints where the customer felt that the Council had wrongly interpreted the law, a council policy or procedure. Where an outcome was recorded, 12% of such complaints were upheld.

4.4.4 Category - Service required not offered

21 complaints were received in this category. Where an outcome was recorded, 69% of such complaints were upheld because the service was indeed not available.

4.5 How Complaints Are Received

4.5.1 The most common way for complainants to contact the Council remains by e-mail or on-line form with 94% received in this way, the same as the previous year. This reflects the general shift to use of electronic means when interacting with the Council. In some instances, customer service officers will have completed an on-line form on behalf of a telephone caller.

4.5.2 The Council remains committed to keeping all complaint channels available, including telephone and letter, to meet its equalities obligations and to comply with LGSCO best practice. A formal complaint may be received over social media but would be moved to more conventional channels for resolution.

4.6 Remedial Actions

4.6.1 The most frequent remedial action is the issue of a meaningful apology, recorded as being made in 100 instances. In 59 cases a solution or service was offered to resolve the complaint. A review of procedures or services was initiated on 6 occasions. In a small number of cases a payment to remedy a quantifiable loss or to acknowledge stress and inconvenience was issued.

4.7 Comments and Compliments

4.7.1 GovMetric, the customer satisfaction measurement tool used by the Council, specifically captures feedback concerning the provision of face to face and telephone service by the Customer Service Centre and over the Council's primary website.

4.7.2 Through this method, 358 compliments were recorded, highlighting that the telephone and face to face assistance of the customer service operatives is greatly valued as is being able to find things easily on the Council's website.

4.7.3 In addition, Adult and Children's Social Care received a total of 135 compliments, as detailed in their reports, and a further 92 compliments were recorded by the rest of the organisation.

4.7.4 When comments are received, they are responded to by the service concerned and the person making the comment is acknowledged where appropriate and advised if their suggestion is to be taken up.

4.7.5 Compliments are acknowledged where appropriate and shared with the appropriate line management to inform the service or member of staff. This may then inform the staff member's performance discussion.

4.8 MONITORING AND REPORTING

4.8.1 Data collection and recording regarding complaint outcomes has been enhanced to reflect best practice. This allows complaints data to be used in a responsive way to inform service analysis and improvements.

4.8.2 In the coming year it is the intention to strengthen the link between feedback being provided and service improvement. This will not only be through existing links with the Service Redesign team, but also linking with Internal Audit and other inspection regimes to provide context to their investigations. The data being provided to management teams will also be reviewed with the intention of providing greater meaningful insight based on the experience of their service users.

5. CONCLUSION

The process continues to deliver a professional response to individual complaints, a robust system of complaint monitoring and real service improvements.

Adult Social Care - Compliments, Concerns and Complaints Report

1. Purpose of Report

- 1.1 To discharge the local authority's statutory duty to produce an annual report on compliments concerns and complaints received about its adults' social care function throughout the year.
- 1.2 To provide statistical and performance information about compliments concerns and complaints received throughout 2019 / 2020.

2. Recommendation

- 2.1 That performance during 2019 / 2020, and comparison to the previous three years be noted.
- 2.2 That the report be referred to the People Scrutiny Committee for detailed examination.

3. Background

- 3.1 The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 came into force on 1 April 2009 and created a single process for health and social care services. With the increase in integrated services, the single process makes it easier for patients and service users to make complaints and allows them to make their complaint to any of the organisations involved in their care. One of the organisations will take the lead and co-ordinate a single response.
- 3.2 The new process is based on the principles of the Department of Health's *Making Experiences Count* and on the Ombudsman's principles of good complaints handling:
 - Getting it right
 - Being customer focused
 - Being open and accountable
 - Acting fairly and proportionately
 - Putting things right
 - Seeking continuous improvement.
- 3.3 There is a single local resolution stage that allows a more flexible, customer focused approach to suit each individual complainant. At the outset, a plan of action is agreed with the complainant to address their complaint. Amendments to the plan can be agreed at any stage of the process.

- 3.4 The regulations do not specify timescales for resolution and a date for response is agreed and included in each plan. Response times are measured against the agreed dates in the plans.
- 3.5 When the local authority believes that it has exhausted all efforts to achieve a local resolution, and the customer remains dissatisfied, the next step is referral to the Local Government Ombudsman.

4 Overview of Compliments; Concerns and Complaints received in 2019/2020

4.1 Compliments

Compliments are a very important feedback and motivational tool and members of staff are encouraged to report all compliments they receive to the Customer Services Manager for recording. All compliments are reported to the Group Manager of the Service to pass on their thanks to the staff member and the team. This practice has been well received by staff.

Adult and Community Services received 73 compliments about its social care services in 2019/2020.

Table to show the number of compliments received in 2019/2020 and a Comparison with previous two years

| Apr 17 – Mar 18 | Apr 18 – Mar 19 | Apr 19 – Mar 20 |
|-----------------|-----------------|-----------------|
| Number | Number | Number |
| 94 | 45 | 73 |

The use of Compliments is very tenuous benchmark for Customer Satisfaction as unlike complaints that require specific action by the recipient, compliments can easily be forgotten and not formally logged due to focusing on more urgent day to day activities.

Compliments and complaints are the extreme indicators of Customer Satisfaction; however, there are still a large number of service users who have not recorded a complaint or compliment, which suggests they are generally satisfied with the service.

4.2 Concerns

The current regulations require the local authority to record concerns and comments as well as complaints. Some people wish to provide feedback to help improve services, but they do not wish to make a formal complaint, and this process facilitates that.

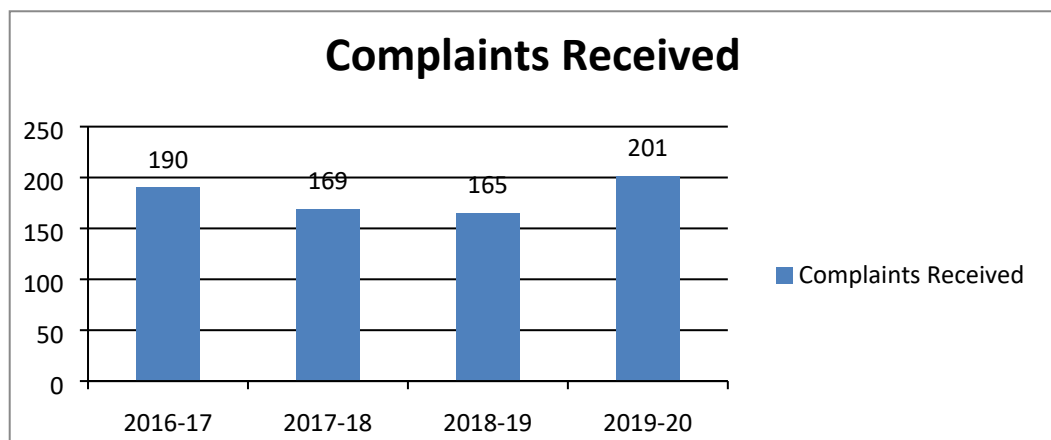
Adult and Community Services 7 'concerns' about its social care services in 2019/2020.

All concerns and comments are considered to identify areas for improvement and responses are made where appropriate or requested.

4.3 Complaints

Adult Services received and processed a total 201 statutory complaints about its statutory social care services in 2019/20

The Graph to show the total number of complaints received and processed by Southend-on-Sea Borough Council during 2019/2020 and comparison with previous three years.



The complaints received in 2019/20 have increased by 21% on the previous year. The upturn has been seen in internal services and domiciliary care, where residential care has remained the same.

However, the number of complaints remains low, representing 6.7% of the adults that we provided a service to in 2019/20.

Complaints logged through the council's complaints process is only one way in which a complaint can be made. Many concerns or issues are resolved locally with the Social Worker and/or provider, rather than through the formal statutory complaint process. In addition, complaints about external providers can be raised directly with them and these are not recorded by the Council.

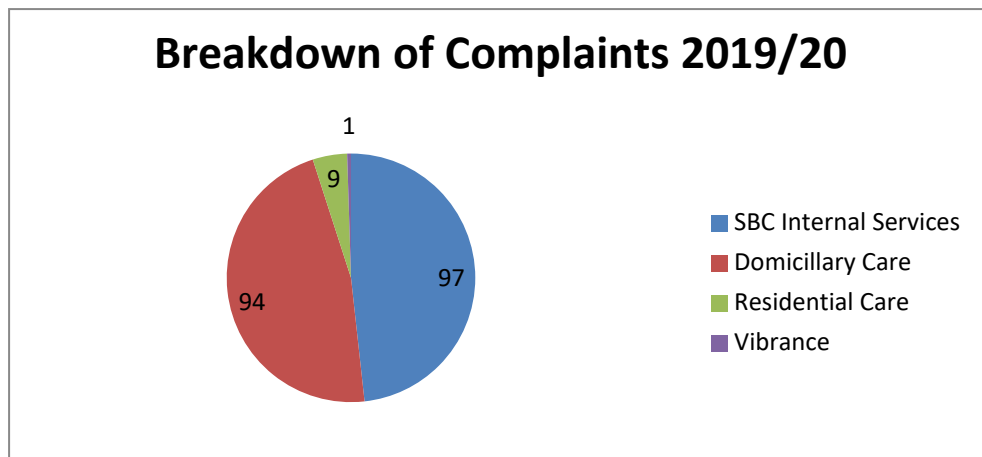
4.4 Overall Response Times

Adherence to response times is measured by compliance with the agreed dates set out in the individual complaint plans. There is no statutory requirement with regards to response timescales, however we recognise the importance of trying to achieve a speedy resolution to complaints and generally aim to resolve complaints within 10 working days in line with the

Corporate Complaints Procedure. However, depending on the complexity of the complaint raised, agreement is made with complainants on an acceptable timescale for a response.

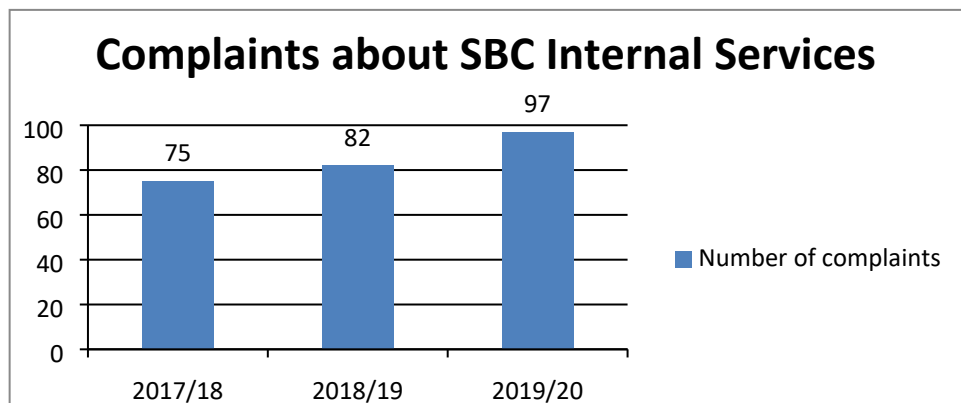
Out of the 201 complaints received, 4 complaints were withdrawn prior to response. Therefore, out of the 197 complaints responded to, 124 complaints were responded to within the initial timescales agreed locally between the complaints service and the complainant. This represents 63% of responses made and is an increase of 17% on the previous year. Whilst every effort is made to meet the timescales agreed, if it transpires through the course of the investigation this will not be possible, the complainant is kept informed and updated accordingly.

5. Breakdown of Complaints by Service Area



5.1 Complaints about Internal Southend Council Services

Out of the total 201 complaints received 97 complaints were received regarding Internal Southend Council Services. This is an increase of 18% on 2018/19.



Of the 97 complaints responded to, 64 complaints (66%) were given a full response within the timescales agreed.

Some Complainants raise more than one issue therefore the 97 complaints raised related to 114 Issues.

Of these 114 Issues – 52 were upheld
 2 were partially upheld
 40 were not upheld
 13 were unable to reach a finding
 5 were out of SBC jurisdiction
 1 withdrawn
 1 did not receive response

The top four issues were :-

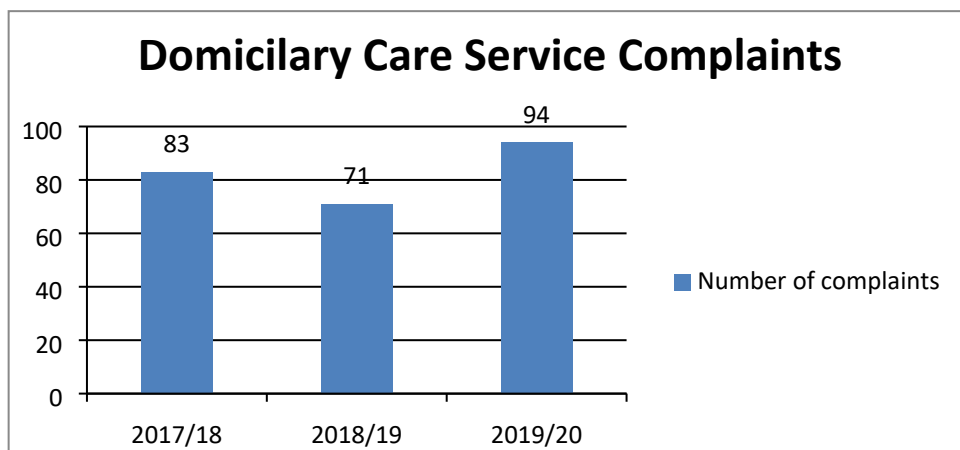
| | <i>Total</i> | <i>Outcome</i> |
|---------------------------------|--------------|----------------|
| Care charges not explained | 50 | 18 Not upheld |
| Professionalism | 14 | 5 Not upheld * |
| Delay/ Failure to keep informed | 11 | 5 Not upheld |
| Insufficient Support | 8 | 2 Not upheld |

* To add more context in respect of the issue of professionalism, 3 were upheld and 1 was withdrawn. On 3 of the complaints we were ‘unable to reach a finding’. Often this issue is a subjective view of the Adult that staff were unprofessional, where there is no evidence to prove or disprove this view then we are unable to make a determination as to the outcome.

5.2 Complaints about services from Commissioned Providers

5.2.1 Domiciliary Care

Of the 201 complaints received by Southend-on-Sea Borough Council, 94 were about Domiciliary Care Providers. This is an increase of 32% on 2018/19.



Of the 94 complaints that received a full response, 61 (65%) were responded to within the timescales agreed.

94 complaints related to 184 issues that were raised.

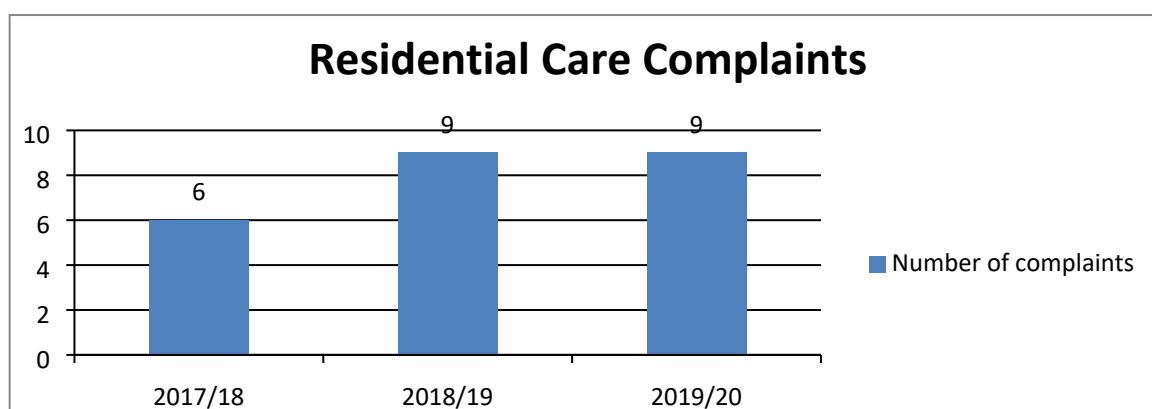
Of the 184 Issues raised – 109 were upheld
 3 were partially upheld
 14 were not upheld
 55 were unable to reach a finding
 3 were withdrawn

The top four issues were: -

| | <i>Total</i> | <i>Outcome</i> |
|----------------------------------|--------------|----------------|
| Late calls | 36 | 1 Not upheld |
| Timing of planned homecare calls | 26 | 3 Not upheld |
| Missed calls | 21 | 2 Not upheld |
| Medication Issues | 15 | 0 Not upheld |

5.2.2 **Residential Care**

9 complaints were received about Residential Care homes. This represents 1% of the number of adults placed in Residential Care under a Southend-on-Sea Borough Council contract.



5 were responded to with the timescale agreed
 The main issues raised were around inadequate support and poor personal care.

Our Contracts Team and Complaints Team continue to work with the residential and domiciliary care providers to address issues and effect improvements around complaints handling.

6. Complaints referred to the Local Government Ombudsman

Complaints investigated by the Local Government and Social Care Ombudsman are detailed in the report of the Monitoring Officer (Appendix D).

7 Monitoring & Reporting

- 7.1 Statistical data regarding complaints about our commissioned home care providers are provided quarterly to inform the Contract Monitoring Meetings.
- 7.2 Complaints are monitored by the Complaints Manager for any trends/emerging themes and alerts the relevant service accordingly.
- 7.3 Complaints information is fed into the monthly operational meetings where issues regarding providers are shared. This is to ensure that a full picture is gathered regarding the providers service delivery and identify any concerns or trends that may be emerging.

8. Learning from Complaints

- 8.1 The Council continues to use complaints as a learning tool to improve services and to plan for the future. Local authorities are being asked to show what has changed as a result of complaints and other feedback that it receives.
- 8.2 Improvements made in 2019/20, as a result of complaints: -
 - Ongoing review of how best to ensure financial information and the implications are consistently communicated and understood by the Adult and/or their family.
 - Charges leaflet to be updated to include how we will approach the calculation of income for a temporary residential placement.

Children's Social Care – Compliments and Complaints Report

Purpose of Report

To fulfil the local authority's statutory duty to produce an annual report on compliments and complaints received about its children's social care function throughout the year.

To provide statistical and performance information about compliments and complaints received from April 2019 to March 2020.

Recommendation

That performance during 2019/2020 be noted.

Background

Complaints in the children's services are of 2 types, Statutory and Corporate. The law also says that children and young people (or their representative) have the right to have their complaint dealt with in a structured way. The statutory procedure will look at complaints, about, for example, the following:

- An unwelcome or disputed decision
- Concern about the quality or appropriateness of a service.
- Delay in decision making or provision of services.
- Attitude or behaviour of staff
- Application of eligibility and assessment criteria.
- The impact on a child or young person of the application of a Council policy
- Assessment, care management and review.

The Corporate Complaint Procedure would be used when issues giving rise to the complaint fall outside the scope of the above statutory procedure.

Within children's services most complaints fall under a statutory process within the Children's Act 1989, where the expected performance regarding response times is described. This is also an area routinely reviewed within an inspection or regulatory visit. They are also mainly about how the actions of our staff are perceived by the families they interact with and therefore the majority of complaints include complaints about specific members of staff.

The process for complaints regarding children's statutory services has three stages.

Stage 1 affords an opportunity to try to find a local resolution usually at team manager level. If the complainant is not satisfied with the outcome, they may request to proceed to stage 2.

At stage 2, an Investigating Officer is appointed, and an Independent Person to investigate the complaint. The Investigating Officer is a senior service worker who has not been associated with the case, and the Independent Person is someone who is not employed by the council, but has experience of children's issues, social care or investigations. The stage 2 response is reviewed and approved by the Director of Children's Services.

If the complainant is still not satisfied, they may proceed to stage 3. At this stage, the complaint is referred to an Independent Review Panel of three independent panel members with one member acting as Chair. They will review the stage 2 investigation and outcome, and will make recommendations. These recommendations are reviewed by the Executive Director who formally responds to the complainant.

The process is based on the premise that at each stage, a more senior officer responds. If complainants remain dissatisfied at the end of the three stages, they may refer their complaint to the Local Government Ombudsman.

The Complaints team encourages and supports Team Managers to resolve complaints at the earliest stage, including before they become formal complaints. We also advise a face to face meeting regarding the issues before the formal stage 2 process is started. This is thought to resolve the outstanding issues as early in the process as possible and in a way which many find less formal and adversarial for the complainant.

There are also 3 stages in the process for corporate complaints, as described in the Corporate Comments, Compliments and Compliments Report (Appendix A).

The numbers of compliments and complaints indicated in this report may not reflect the quality of the support generally provided by the social work teams, rather they are the opposite ends of our client satisfaction range, meaning that the majority of service users and their families are satisfied with the professional support provided.

Compliments received in 2019/20

We have worked to gather more data this year and have received 62 compliments as well as many positive responses within feedback forms used by some teams. Last year, 2018/19, we received 21 compliments. An issue with compliments is that unlike complaints they do not need a specific response, and so there is a possibility that in the past some compliments may not have been passed on to the complaints team to be formally logged.

Complaints received in 2019/2020

From 2019 performance on complaints is reported quarterly to the Performance Board so that senior management are better informed.

Over the previous two years, complaint numbers have been consistent, however during the first nine months of 2019/20 there was an increase in the number of complaints received, as well as those escalating to stage 2. Had we continued at that rate we would have had a total of 100 complaints. However, as can be seen below, we received only 15 complaints in the 4th quarter, the previous 3 quarters had averaged 25/quarter. In the 4th quarter of 2019, we had 23 complaints.

| Complaints by Qtr | 2018/19 complaint | 2019/20 complaint |
|-------------------|----------------------|----------------------|
| q1 | 17 | 27 |
| q2 | 17 | 21 |
| q3 | 22 | 27 |
| q4 | 23 | 15 |
| TOTAL | 79 | 90 |

The number of complaints reduced significantly from January onwards, possibly in part due to the effects of Covid 19. The total number of complaints received across the year is still above that of the previous two years. It can be seen below that the reductions in complaints were in January (before Covid 19) and in March (during the Covid 19 pandemic).

4th Quarter complaints-Monthly detail

| | 18/19 | 19/20 |
|--------------------|-----------|-----------|
| JAN | 7 | 3 |
| FEB | 5 | 7 |
| MAR | 11 | 5 |
| Qtr 4 total | 23 | 15 |

We record and report on the number of complaints received, and also on the number of issues raised. This better allows us to help identify the things which create complaints, as well as better manage our responses to the complainant.

In 2019/20 we received 90 complaints, which were made up of 145 issues. On average each complaint was made up of 1.6 issues.

COMPLAINTS Stage 1

In 2019/20 we received 90 complaints in total. To put this in context last year in 2018/19 we had 81. The increase is significant in statutory complaints with a reduction in corporate complaints, with an overall increase of 14%. Statutory complaints account for 83 or 92% of the 90 complaints received.

| TYPE OF COMPLAINT | 2017/18 | 2018/19 | 2019/20 | change | % change |
|---------------------|---------|---------|---------|--------|----------|
| TOTAL COMPLAINTS | 81 | 79 | 90 | 11 | 14% |
| STATUTORY COMPLAINT | 60 | 65 | 83 | 18 | 28% |
| CORPORATE COMPLAINT | 21 | 14 | 7 | -7 | -50% |

The reason or cause of each complaint and issue received is recorded. Of the 145 issues received in 2019/20 they are categorised and distinguished as below.

| ISSUE/DESCRIPTION | NUMBER | |
|--|------------|-------|
| Biased | 5 | 3.4% |
| Breach of confidentiality | 5 | 3.4% |
| Delay delivering service | 4 | 2.8% |
| Delay/failure to keep informed | 11 | 7.6% |
| Failure to take account of S/U or families views | 14 | 9.7% |
| Insufficient Support | 26 | 17.9% |
| Meeting minutes not sent or delay in sending | 2 | 1.4% |
| Non-adherence to procedure | 3 | 2.1% |
| Not invited to meetings | 2 | 1.4% |
| Not returning calls/e-mails | 9 | 6.2% |
| Other | 1 | 0.7% |
| Outcome of decision/assessment | 6 | 4.1% |
| Poor communication style | 8 | 5.5% |
| Professionalism | 38 | 26.2% |
| Rude / unhelpful | 11 | 7.6% |
| Grand Total | 145 | |

There are broader themes within the types of complaints which seem to drive many of the areas of complaint.

From the perception of the complainant they are;

- **Communication** – they feel we are not listening to them or taking note of their views, we are making decisions without involving them, we don't respond to phone messages or e-mails. That we don't communicate clearly with them.
- **Staff actions** – They feel that at times our staff are unprofessional, are slow at decision making, and to put support in place. That the support provided is not sufficient. That the staff can be unhelpful at times.
- **Processes** – They feel that we do not follow our own processes and procedures, and that decisions can be arbitrary and biased. That notes of meetings are sometimes not produced and shared in a timely fashion.

This does not mean that the complaints are valid, as only 12% of complaints have been upheld, with a further 26% being partially upheld, but that this is what people are actually complaining about.

Outcomes

During the year there were 145 different issues complained about within the 90 complaints.

After investigation at stage 1, the majority (56%) were found to be not upheld, while 38% (26% + 12%) were found to be upheld or partially upheld, where the complainant was found to be correct or partially correct and there was some fault in our actions or processes.

STAGE 1 ISSUES OUTCOMES

| | | |
|---------------------------|------------|-----|
| NOT UPHELD | 81 | 56% |
| PARTIALLY UPHELD | 37 | 26% |
| UPHELD | 17 | 12% |
| Unable TO REACH A FINDING | 9 | 6% |
| WITHDRAWN | 1 | 1% |
| TOTAL ISSUES | 145 | |

STAFF

Of the 145 issues raised in the complaints, there were 99 (68%) in which staff were identified. This proportion has been fairly consistent over the last 3 years, and is a reflection of the often emotionally charged environment that the social workers work in, where a disputed family breakup or chaotic situation can lead to a parent or close family member feeling isolated from or ignored by their children. The perception of the complainant is that the social worker is unhelpful in some way.

The outcomes for the complaints where particular staff are named are in line with the overall outcomes.

Issue Outcomes in cases where a staff member is named in the complaint.

| | | |
|---------------------------|-----------|-----|
| Not Upheld | 55 | 56% |
| Partially Upheld | 26 | 27% |
| Unable to reach a finding | 8 | 8% |
| Upheld | 9 | 9% |
| TOTAL | 98 | |

Each complaint which was upheld or partially upheld was responded to with an apology, and a small proportion having a reassessment or other service provided.

MANAGEMENT OF COMPLAINTS

The performance in the timeliness of response to the complaints had improved consistently in the last two years. However, there is an area of concern around the times taken to respond to complaints at stage1. The proportion of stage 1 complaints responded to within 10 working days and also within 20 working days is less than in

2018/19. Some of this may be due to the obvious significant increase in complaint numbers during the first three quarters, but not all. The performance in response times was evident in the December report and is not due to the impact of Covid 19.

| RESPONSE TIMESCALES | 2017/18 | | 2018/19 | | 2019/20 | |
|----------------------------|----------------|-----|----------------|-----|----------------|-----|
| WITHIN 10 DAYS | 28 | 35% | 40 | 51% | 31 | 34% |
| 10-20 DAYS | 23 | 28% | 17 | 22% | 27 | 30% |
| OVER 20 DAYS | 30 | 37% | 22 | 28% | 32 | 36% |
| TOTAL COMPLAINTS | 81 | | 79 | | 90 | |
| CLOSED IN 20 W/DAYS | 51 | 63% | 57 | 72% | 58 | 64% |

Complaints by children

Children are defined as those who are under 18 years old.

During 2019/20 we received 8 separate complaints from young people, which is an increase from the previous years when it was three or four each year. Most of these young people were supported by an advocate, and where not they were offered the services of one.

Any young person wishing to make a complaint and who does not have an advocate is always advised to use one and is provided with contact details and helped to contact the advocacy service.

Stages 2 and 3

All stage 2 and 3 complaints were "paused" due to the Covid 19 issue and are now starting to be resumed with all those involved working and communicating remotely. This is in line with guidance from the government generally and the specific LGA Ombudsman advice. The ombudsman service was stopped entirely due to Covid 19 and has recently re-started in a "remote" fashion.

In 18/19 there were 5 complaints which eventually escalated to stage 2, so far for 2019/20 this year the figure is 7. It is possible that more may occur as complainants have time and opportunity to disagree with the stage 1 outcome. Reviewing the stage 1 responses it does not seem that the quality of the responses is poorer than last year, although the timeliness of the responses is not as good. It may be that the increase in complaints is driving the increase at stage 2.

Of the complaints which have been concluded at stage 2 to date, two stage 3 panels have taken place and three are in the process of doing so now that our Covid 19 restrictions are easing.

To better manage the number of complaints being escalated beyond stage 1 of the complaints process, we advise the complainant and suggest that they meet with the social work manager/staff involved to discuss the issue and hopefully resolve it in a constructive way rather than the more formal and time consuming stage 2 process.

Local Government and Social Care Ombudsman

Complaints investigated by the Local Government and Social Care Ombudsman are detailed in the report of the Monitoring Officer (Appendix D).

Developments in the complaints process

During 2018/19 we began using a new software package which allows us to record and report in finer detail about complaints. This better allows us to help identify the things which create complaints, as well as better manage our responses to the complainant and the management of our staff and processes.

Given the changes we are putting in place to conduct stage 2 and 3 activities, we may continue these remote/on-line methods in the future once the covid 19 pandemic is ended, as it may provide a more efficient and cost effective way of dealing with these issues.

Learning from Complaints

The Council continues to welcome complaints as a means of improving services and to plan for the future. Local authorities are being asked to show what has changed as a result of complaints and other feedback it receives.

Improvements made in 2019/20 as a result of complaints;

- Following a Stage 1 response if the complainant remains dissatisfied, a meeting can be offered with a manager to try to resolve the issues and avoid going to stage 2 of the complaints process.
- That, in all cases where MARAT has concluded that a case of domestic abuse is high risk, team managers should consider if a risk assessment should be completed before any Local Authority employee is required to have face to face contact, or visit the homes of the service users. This is to ensure that the Local Authority discharge their duty of care to the families involved and our staff.

Where claims of bias or unfairness are concerned;

- That staff now provide both parents with a confirmation letter when their child's file is closed.
- That in the cases involving separated parents, staff have been made aware that they must not appear to favour or support one parent. To help identify an advocate to provide support if one party needs additional support

Areas for improvement

To build on the development of the management reporting, so that we can identify and then address the issues which cause people to make complaints by improving our services and how they are delivered.

Monitoring Officer Report of LGSO Investigations

1. Purpose of Report

The Monitoring Officer must provide councillors with a summary of the findings on all complaints relating to the Council where in 2019/20 the Local Government and Social Care Ombudsman (LGSCO) has investigated and upheld a complaint.

This report therefore fulfils the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 and the Local Government Act 1974.

2. Recommendation

To note the annual letter to the Council from the LGSCO and note the summary of their findings regarding upheld complaints.

3. Background

The LGSCO investigates complaints about 'maladministration' and 'service failure', generally referred to as 'fault'. They consider whether any fault has had an adverse impact on the person making the complaint, referred to as an 'injustice'. Where there has been a fault which has caused an injustice, the LGSCO may suggest a remedy.

The Council works with the LGSCO to resolve complaints made to the Ombudsman. Most complaints are resolved without detailed investigation.

The LGSCO may publish public interest reports against a Council or require improvements to a Council's services. No such action has been taken in respect of Southend-on-Sea Borough Council.

In his annual letter, the LGSCO stresses that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. Their focus is placed on the outcomes of complaints and what can be learned from them.

Complaints are upheld when some form of fault is found in an authority's actions, including where that fault has already been accepted prior to LGSCO intervention.

4. Complaints made to the LGSCO

In 2019/20, 67 complaints and enquiries were made to the LGSCO in respect of Southend-on-Sea Borough Council.

63 decisions were made by the LGSCO, as follows:

| | |
|---|-----------|
| Advice Given | 1 |
| Closed after initial enquiries | 18 |
| Incomplete/Invalid complaint | 6 |
| Not upheld | 3 |
| Referred back for local resolution | 28 |
| Upheld | 7 |
| Number of decisions made | 63 |

5. Number of decisions investigated in detail by the LGSCO

The LGSCO concluded 10 detailed investigations in respect of Southend-on-Sea Borough Council in the period between 1 April 2019 and 31 March 2020 with 7 complaints being upheld. This is consistent with previous years.

| Year | 16/17 | 17/18 | 18/19 | 19/20 |
|---|------------|------------|------------|------------|
| Number of detailed investigations | 15 | 8 | 7 | 10 |
| Number of detailed investigations upheld | 8 | 6 | 4 | 7 |
| Upheld rate | 53% | 75% | 57% | 70% |

5. Complaints upheld by the LGSCO

The following is a summary of the upheld complaints:

| Function | Maladministration/Fault | Agreed Remedy |
|----------|--|---------------------|
| Housing | There was no fault in how SBC reached a decision not to take formal action against the complainant's landlord. However, some complaints were not pursued with the landlord and there were delays in dealing with his complaints. These faults did not cause significant injustice. | No remedy required. |

| | | |
|---------------------------------|--|---|
| Adult Care Services | A care home provider, commissioned by SBC, did not adequately deal with complaints made on behalf of a resident. They inappropriately gave notice to the resident because of the complaints made. SBC took too long to follow up the concerns raised and did not investigate the matter in sufficient depth. | Apology. Financial redress for avoidable distress/time and trouble. Provide training and/or guidance. |
| Housing | SBC did not properly handle an application for housing on account of homelessness and failed to consider the suitability of interim accommodation offered. | Apology. Financial redress: Avoidable distress/time and trouble. |
| Education & Children's Services | Fault was found with SBC's response to allegations regarding an assault on a child. After the allegation, over a prolonged period there was a failure to provide suitable alternative education. | Apology. Financial redress: Avoidable distress/time and trouble. Financial redress: Loss of service. Financial Redress: Quantifiable Loss. Procedure or policy change/review. Provide information/advice. Provide services. Provide training and/or guidance. |
| Highways & Transport | SBC initially failed to properly consider information provided concerning a debt it was pursuing from someone claiming to live at the complainant's property. This was remedied at Stage 3 of the | None |

| | | |
|---------------------|--|---|
| | complaints process and the apology then offered was considered sufficient by the LGSCO. | |
| Adult Care Services | SBC did not adequately explain the charging basis when the complainant left hospital to go into interim care. | Apology. Financial redress: Avoidable distress/time and trouble. Procedure or policy change/review. |
| Adult Care Services | The LGSCO agreed with the complainant that SBC had not properly explained the financial implications of their spouse moving into a care home. A full needs assessment and financial assessment had not been completed and the position for temporary care placements had not been well communicated. | Apology. Financial redress: Avoidable distress/time and trouble. Procedure or policy change/review. |

The following is a summary of the complaints investigated by the LGSCO but not upheld:

| | |
|-----------------------------------|---|
| Function | Maladministration/Fault |
| Education and Children's Services | SBC did not, as had been alleged, fail to clearly communicate to the complainant its decision not to award their preferred choice of home to school transport provider. |
| Education and Children's Services | Since making an unsuccessful appeal for a place for their child at an infant school, a place had become available and offered. There was therefore no benefit in continuing to investigate. |

| | |
|-------------------|---|
| Adult Social Care | There was no evidence to suggest that SBC was at fault for charging for the complainant's care at a care home. There was also no evidence that SBC had delayed adaptations to his property. |
|-------------------|---|

Further details of complaints are available on the [LGSCO website](#).

6. Acceptance of fault and putting things right when they go wrong

The LGSCO recommends ways to put things right when faults have caused injustice and they monitor to ensure recommendations are complied with. The Council has accepted all final recommendations made by the LGSCO and has a 100% compliance rate, that is, agreed remedial action has been demonstrated to have been taken.

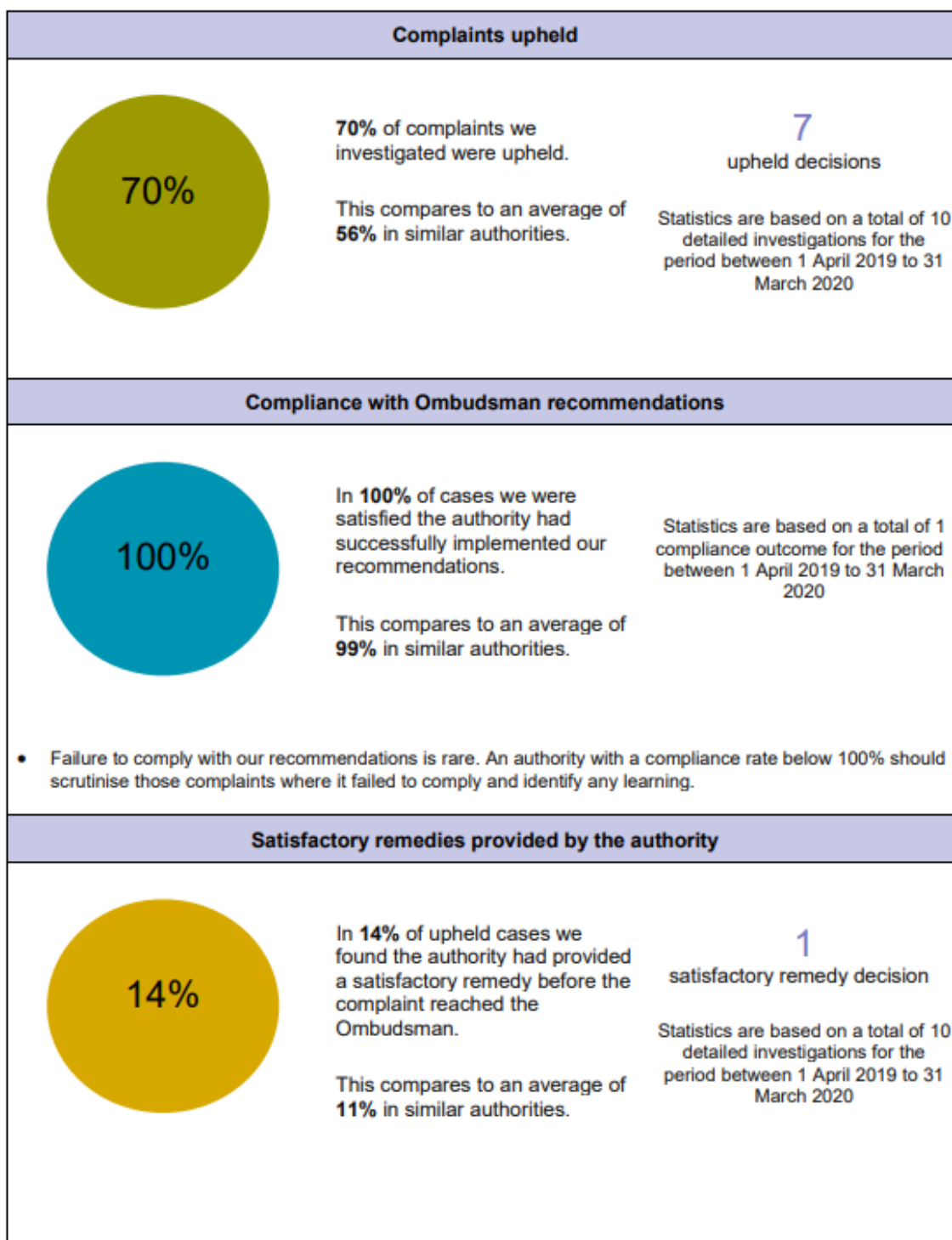
7. LGSCO Annual Review Letter

Statistics from the annual review letter of the LGSCO are provided at Appendix D1.

8. Conclusion

The Council is co-operating in full with the LGSCO and successfully collaborating with them to identify the appropriate resolution for complaints made.

Southend-on-Sea Borough Council
For the period ending: 31/03/20



Southend-on-Sea Borough Council

Report of Executive Director of Adult and Communities

To

Cabinet

On

3rd November 2020

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

Agenda
Item
No.

6

Destination Southend Refresh

Relevant Scrutiny Committee(s): People
Cabinet Member: Councillor Kevin Robinson
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To update Members on the refreshed tourism strategy 'Destination Southend' and share progress to date and ongoing plans.

2. Recommendations

- 2.1 **That Members note the refreshed strategy with updated content.**
2.2 **That Members note the action plan.**

3. Background

- 3.1 Tourism is recognised as one of the UK's largest, most valuable and fastest growing industries. In 2018 it accounted for 7.2% of total UK GDP (£145.9 billion) and 3.9% of UK GVA (£67.8 billion). In terms of employment the industry accounts for 5% of all UK employment (2016). (Source Tourism Alliance UK 2019 stats) The Government's modern Industrial Strategy set out a long-term plan to boost the productivity and earning power of people throughout the UK. The tourism sector is recognised by the Government in having the scale and geographical reach to deliver on this ambition. Tourism is one of only ten industries to receive a Sector Deal through the Government's Industrial Strategy.
- 3.2 Tourism is equally recognised as a key economic sector for Southend employing over 7500 people and adding £470M to the local economy (source: 2019 economic impact study) providing opportunity and prosperity for our residents.
- 3.3 Destination Southend is our tourism strategy document. Its initial version was developed in 2016 for a 10 year plan. This refresh has been introduced to align the strategy with 2050 Outcomes and reflects progress since the original document was published.

- 3.4 Destination Southend was always intended to be a live strategy keeping pace with the evolving nature of the sector, progress and market conditions.
- 3.5 Destination Southend reflects many of the partnership aspirations of local tourism representatives and the Council and has been co-produced in line with 2050 outcomes.
- 3.6 The Tourism Partnership has recently strengthened its Membership participation and credentials and has been a valuable resource to the hospitality sector during the relaxation from lockdown period. Through this work it has enabled local dissemination of the changing situation with advice and guidance to the business community.
- 3.7 The hospitality sector has been one of the hardest hit by impacts from Coronavirus and given tourism's huge importance to the overall brand essence of Southend is critical to provide the confidence to consumers in the coming months and years.
- 3.8 Staycation and the domestic tourism market is a critical area for delivering economic recovery from the coronavirus. More visitors are expressing a need to be connected to the environment providing an opportunity to for Southend and the surrounding area to reach new audiences.
- 3.9 A key delivery of the strategy in the next few months is the Southend place branding project which incorporates wider 2050 Pride and Joy outcomes. This work will provide a platform far beyond tourism and supports living, investing, studying and civic pride in Southend as a place.

4. Other Options

- 4.1 The existing strategy could remain in place. This is not recommended as progress has been made and some conditions have changed and will benefit from alignment to 2050 outcomes.

5. Reasons for Recommendations

- 5.1 Progress has been made in the last few months on several objectives that were originally set out. Businesses have been increasingly engaged in the tourism partnership over recent months and in preparation for the period after coronavirus lockdown, the tourism sector will benefit from confidence in a refreshed strategy.

6. Corporate Implications

- 6.1 The tourism offer links directly to Pride and Joy outcomes. The development of events and cultural tourism supports our creative industries that feature in Pride and Joy and Opportunity and Prosperity. Tourism is a key sector in Southend's economy. The tourism partnership Members have contributed to the strategy refresh linking Active and Involved outcomes directly to the project.

6.2 Financial Implications

6.2.1 There is no specific financial ask in the report, projects referred to in the strategy will be subject to separate bids or already have Council funding agreed such as references to highways projects and place branding.

6.3 Legal Implications

6.3.1 There are no Legal implications.

6.4 People Implications

6.4.1 There are no People implications.

6.5 Property Implications

6.5.1 There are no Property implications.

6.6 Consultation

6.6.1 The strategy objectives have been co-produced with the local tourism and hospitality sector.

6.7 Equalities and Diversity Implications

6.7.1 Specific co-production work has taken place during 2019/20 to consider inclusivity and accessibility to the Southend culture and tourism offer.

6.8 Risk Assessment

6.8.1 There are no Risk Assessment implications.

6.9 Value for Money

6.9.1 There are no Value for Money implications.

6.10 Community Safety Implications

6.10.1 There are no Community Safety implications.

6.11 Environmental Impact

6.11.1 There are no Environmental Impact implications.

7. Background Papers

7.1 There are no background Papers.

8. Appendices

8.1 Destination Southend (the tourism strategy) is appended.

2020-2050

DESTINATION SOUTHEND

A destination management plan for
the Borough of Southend-on-Sea



FOREWORD

Southend-on-Sea is one of England's most popular seaside destinations and now welcomes over 7 million visitors each year.

With seven miles of coastline and an insatiable desire by today's discerning tourists for more, the business community and public sector have come together to set out a vision and action plan that will lead us over the coming years. By working collectively and sharing a set of goals, and means to achieve them, Southend-on-Sea will keep ahead of the competition during the uncharted financial and social changes we face.

The Southend Tourism Partnership has already pooled great resources and is showing that working together delivers more. There is still much more for us to do as competition increases and the need to ensure that our message breaks through the noise of the multi-media landscape of destination marketing.

This strategy is aspirational yet will be focused on delivery. Success will require willing participation by stakeholders who value the past but look to the future needs of our visitors and how our economy can be stronger with coordinated tourism activity at its heart.

We will continue to work in partnership with the two Coastal Community teams, Shoeburyness and Leigh-on-Sea, to ensure a healthy and prosperous future for all our residents and businesses.

Southend-on-Sea was built on tourism and this strategy will position the resort for future generations providing jobs, wealth and an attractive place for all to live, work and visit.

Jacqui Dallimore

Chair, Southend Tourism Partnership

Councillor Kevin Robinson

Cabinet Member for Business, Culture & Tourism

INTRODUCTION

This Destination Management Plan (DMP) is an action plan for the visitor economy across the Borough of Southend-on-Sea up to 2050.

The plan will need to be adaptable and allow for regular review to take into account new ideas, technologies, experiences and infrastructure that will no doubt emerge over years to come.

The aim of this plan is to provide direction to the private, public and third sector for a united ambition to become the region's first choice coastal tourism destination and to increase the value of the visitor economy.

It is developed in consultation with key partners already established across the Borough, and in particular The Southend Tourism Partnership, The Leigh Town Partnership, The Leigh Coastal Community Team, The Southend Business Improvement District, The Shoeburyness Coastal Community Team, The Southend Business Partnership and Southend-on-Sea Borough Council.

The DMP is jointly owned by various relevant groups in Southend and supports the town's overall prosperity and economic development, recognising the key role that tourism has played and will continue to play in future years.

In summary, the DMP will;

- » Specify where we are now and what we want to achieve
- » Review and set priorities, actions and targets
- » Identify roles and responsibilities for all stakeholders

STRATEGIC BACKGROUND

A Destination Management Plan (DMP) is a shared statement of intent to manage, develop and promote a destination over a stated period of time.

Destination Southend has been developed alongside a number of national and regional related priorities, as well the Southend 2050 Ambition.

The DMP articulates both the roles of the different stakeholders, identifies clear actions that they will undertake and the resources they will allocate.

Crucially, destination management includes the planning, development and marketing of a destination as well as how it is managed physically, financially, and operationally.

Broadly, a DMP is equivalent to a Strategy and Action Plan for Sustainable Tourism in a destination.



VisitBritain and VisitEngland encourage the development of destination management plans as a key tool to increase the value of the visitor economy.

SOUTH EAST LOCAL ENTERPRISE PARTNERSHIP

The South East Local Enterprise Partnership (SELEP) is one of 38 LEPs, the biggest LEP outside London, established to provide the vision and leadership to drive sustainable private sector-led growth and job creation in their area.

The SELEP and its partner authorities are united in their ambition to achieve an unprecedented scale of economic growth. They believe the visitor economy is critically important to the growth and sustainability of many of our coastal and rural communities across the region. www.southeastlep.com

LOCAL AREA MAP





Southend 2050 is a shared ambition that has identified the sort of place residents and stakeholders want Southend-on-Sea to be.

The programme is not about one single publication or statement, it's a mind-set – one that looks to translate the desires of local people and stakeholders into action.

2050 looks to both the long and medium term as well as the work needed now and over the next five years (to 2023).

PRIDE & JOY

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

The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the region's first choice coastal tourism destination for visitors.

We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.

Our streets and public places are clean and inviting.

SAFE & WELL

People in all parts of the borough feel safe and secure at all times.

Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

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

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

We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, green open spaces, streets, transport and recycling.

CONNECTED & SMART

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

People have a wide choice of transport options.

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

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

ACTIVE & INVOLVED

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

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

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

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

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

OPPORUNITY & PROSPERITY

The Local Plan is setting an exciting planning framework for the borough.

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

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

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

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

WHERE ARE WE NOW?

Tourism is one of several key sectors in the borough and has a vital role in shaping the future.

The traditional day tourist offer remains part of Southend's appeal and will be added to for future visitors.

Significant investment by the public and private sector in recent years have developed firm foundations for a stronger and broader tourism offer that supports jobs, prosperity and communities throughout the borough.

FACTS AND FIGURES

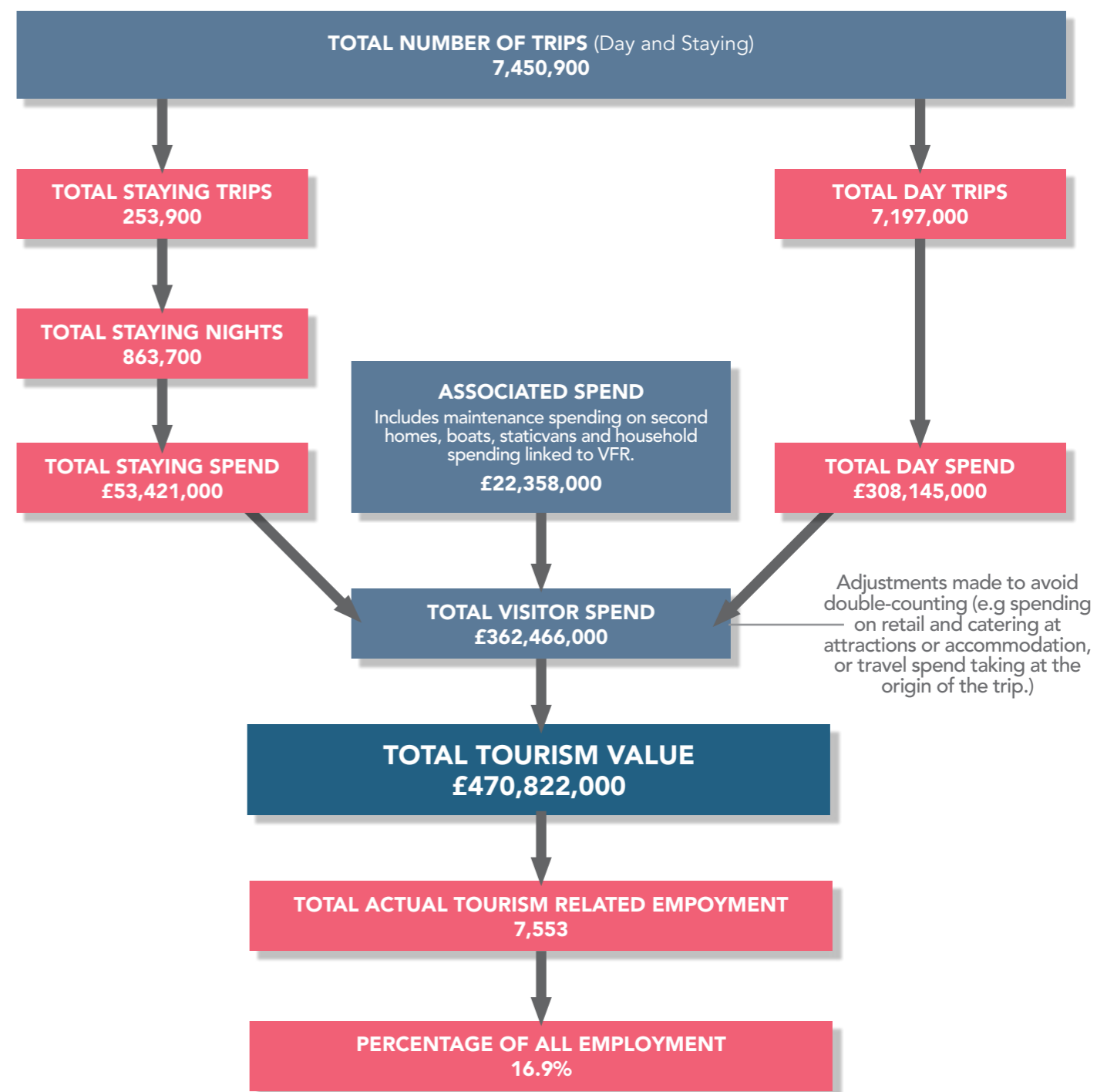
- » Southend is a unitary borough, serving 182,500 residents.
- » Southend's economy is mixed with approx. 6000 businesses, many of which are small and medium size enterprises.
- » Tourism is a key business sector, supporting over 7,500 related jobs. 15.9% of all employee jobs in Southend are related to the local tourism sector.
- » Southend receives 7,450,900 trips (day & staying) which equates to a total tourism value of £470,822,000
- » Total day trips of over 7.3m, generating £308,145,000 spend.
- » Total overnight trips 253,900, generating £53,421,000 spend
- » Trips by purpose

| | |
|------------------------------|-----|
| Holiday | 51% |
| Visiting Friends & Relatives | 32% |
| Business | 14% |
| Other/Study | 3% |

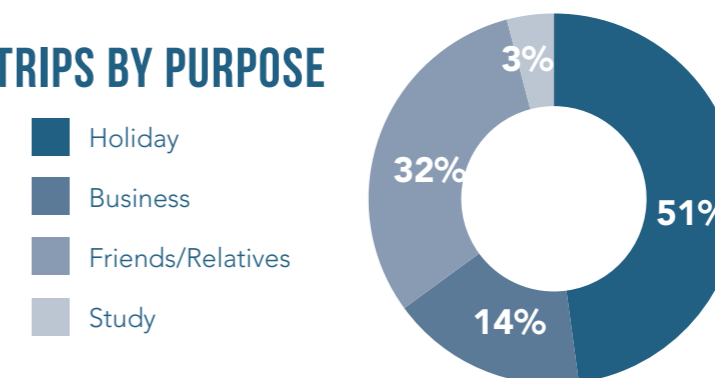
Figures obtained from Economic Impact of Tourism Southend 2019, produced by Destination Research using the Cambridge Model www.destinationresearch.co.uk

ECONOMIC IMPACT OF TOURISM - HEADLINE FIGURES

SOUTHEND 2019



TRIPS BY PURPOSE



OUR VISION & TARGETED OUTCOMES

Our vision is to increase the value of Southend's visitor economy and for Southend to become the region's first choice coastal tourism destination.

This is a bold ambition, and we plan to demonstrate this by establishing a set of objectives, actions and targets, delivered in partnership with local stakeholders.

To articulate a shared understanding of the vision, objectives, actions and targets for Southend's visitor economy in partnership with the local stakeholders across the public and private sector.

Increase the economic impact of tourism.

Raise the national and international profile of Southend-on-Sea as a visitor destination.

Increase visitor spend and length of stay.

Improve the visitor experience and levels of satisfaction.

Attract investment and reinvestment into Southend-on-Sea.

OUR PRIORITIES

Four key priorities have been set to support the delivery of these targeted outcomes and will help continue to strengthen Southend's visitor economy over the coming years.

01

Promoting and Marketing Development

We will attract existing, new and next generation markets through a dynamic, creative brand with consistent and relevant messaging. Creative targeted campaigns that promote our wide range of experiences will encourage more people to visit Southend and contribute to a vibrant visitor economy.

02

Developing and Enhancing the Destination

We will develop the physical destination and natural environment to attract visitors and encourage repeat visits. We will offer a compelling destination experience by responding to market demands and changing technologies to identify future opportunities. We will continue to build on our key assets as well as increasing awareness of a broader offer across the wider area.

03

Improving the Infrastructure

Support the development of improvements that enable visitors and residents to easily get in, out and around Southend. We will work with travel partners to ensure visitors and residents have access to smarter, greener and cleaner options that enable them to move around and explore the wider borough.

04

Enhancing the Visitor Experience

Ensure that Southend welcomes new visitors and encourages their return by offering compelling year-round experiences across the whole resort which exceed visitor expectations and levels of satisfaction. Deliver a consistently clean and safe environment for our visitors and residents to be proud of.

PRIORITY 01

Promoting and Marketing Development

We will attract existing, new and next generation markets through a dynamic, creative brand with consistent and relevant messaging.

Creative targeted campaigns that promote our wide range of experiences will encourage more people to visit Southend and contribute to a vibrant visitor economy.

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY |
|--|---|---|---|---|
| Increase the number of visitors to the Borough by broadening our appeal to new markets such as 'Urban Dwellers', millenials, empty nesters, niche and interest groups such as health, wellness and activity tourists. Exploit proximity to London. | To create a new 'city' brand, website and assets for the Borough that reflects a more confident, contemporary and creative place in line with Southend 2050 outcomes. | Completion of new place brand narrative and destination website. | Website and place brand launch by Spring 2021 | STP - Place Marketing Group SBC - Culture & Tourism VIC Visit Essex BID Leigh Town Partnership |
| | Increase the visibility of cultural, heritage and wellness aspects of Southend and the wider resort to attract new audiences | Engagement, visitors at cultural and related venues, attractions, and events across the wider borough | Annual increase of 10% | |
| | Create seasonal, multi-channel promotional campaigns that drive interest - focused on culture, arts, heritage and events in collaboration with key partners. | Number of visits, click-throughs and dwell time to new destination website. | Annual increase of 5% | |
| | | Increase in number of followers across social media. | Annual increase of 5% | |
| Ensure local residents are kept informed about events, attractions and cultural activity in order to encourage them to actively talk up Southend. Captilise on the VFR (visiting friends and relatives) market. | Ensure the identity/voice of the new destination website appeals to residents as well as visitors as a source of information. | Number of visits and subscribers to new destination website from local postcodes. | Annual increase of 10% | STP - Place Marketing Group SBC - Strategic Comms SBC - Culture & Tourism |
| | Distribute monthly 'whats on' newsletter to local media channels as well as partners and businesses for them to distribute to their own staff. | Increase in followers across social media channels from local area. | | |
| | Reintroduce a hard copy Council magazine to residents which will feature a 'whats on' section as well as a sign post to the new website for more information. | Engagement, numbers participants at events, attractions and cultural experiences | Spring 2021 | SBC |
| | Use new digital technologies to provide pride messages on key routes, bus stops and the town centre. | Increased awareness | | |

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY |
|---|---|--|-----------------------|--|
| Target international opportunities presented by destinations served by London Southend Airport, as short haul travel starts to return to pre-COVID levels | Explore opportunities to collaborate with London Southend Airport on creative campaigns that exploit the Borough's coastal offer coupled with its proximity to London - target destinations served by current routes. | Increase number of visits from overseas visitors | Annual increase of 3% | London Southend Airport STP VIC Acommodation providers SBC - Culture & Tourism |
| | | Accommodation occupancy rates | Annual increase of 3% | |
| | Ensure new destination website has the facility to translate into other languages, focusing on destinations served from London Southend Airport. | Number of visits to the destination website from international IP addresses. | Annual increase of 3% | |
| Encourage visitors from all sectors to stay longer and spend more money in the local economy. | Develop a joined up marketing campaign to build consumer confidence. Include clear protocols and reassurance of COVID safe practice to capitalise on the rise in safe 'staycations' and repeat visits - which are likely to be maintained during, and post COVID-19 recovery. | Total value of tourism | 6% growth annually | STP - Place Marketing Group SBC - Culture & Tourism VIC Visit Essex Accommodation Providers BID Leigh Town Partnership |
| | Create bespoke campaigns aimed at the business sector, showcasing Southend's coastal experience and COVID safe venues as an alternative destination to host meetings. | | | |
| | Exploit proximity to London and destinations served by LSA as a source of corporate business as short haul travel starts to return to pre-COVID levels (2022-23 IATA estimate) | | | |

PRIORITY 02

Developing and Enhancing the Destination

We will develop the physical destination and natural environment to attract visitors and encourage repeat visits. We will offer a compelling destination experience by responding to market demands and changing technologies to identify future opportunities.

We will continue to build on our key assets as well as increasing awareness of a broader offer across the wider area.

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY |
|---|--|---|-----------------------------|--|
| To support local tourism businesses increase their profitability and productivity and to fill skills gaps and training needs. | Development of a customer service support programme across the local tourism sector. | Employment figures in tourism, and tourism related businesses (direct and indirect) | 2% growth annually | SBC Economic Development Team SBC Culture & Tourism Southend Tourism Partnership Leigh Town Partnership |
| | Identify funding for business skills development for local tourism businesses. Create new tourism business support service on the new destination website. | | | |
| Enhance the quality of our physical and natural tourism products to attract new visitors and encourage repeat visits. | Ensure regular sector evaluation takes place and performance is monitored. Keep local tourism businesses aware of visitor trends, emerging markets and other opportunities in order to help them develop and maximise their offer. | Maintain Green Flag and Purple Flag status. | Maintain current status | SBC - Parks SBC - Pier and Foreshore |
| | Maximising 'city dressing' and creative opportunities to improve the streetscene and visitor welcome at key gateways. | Maintain internationally accredited Blue Flag beach status. | Increase to five Blue Flags | SBC - Waste Management SBC - Property Veolia |
| | Develop offer to improve the year-round experience and extend the season to maximise the appeal. | Visitor and business feedback | | BID Arts Organisations |
| | | Increased visitors and employment. | New visitors | Southend Tourism Partnership |

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY | |
|--|--|---|--|---|-----|
| Undertake improvements to futureproof Southend Pier - enhance the visitor experience and increase visitor numbers. | Delivery of new pier shelters, decking and toilets. Pier entrance upgrade to include new café, toilets and improved access. | Visitor numbers to Southend Pier | Annual increase of 3% | SBC - Pier & Foreshore SBC - Property Services | |
| | Aquisition of new pier trains, to improve the visitor experience | Visitor feedback | Increased rating on Trip Advisor | SBC - Culture & Tourism VIC | |
| | Enhance social media profile of Southend Pier, and position to new audiences. | Levels of engagement and followers | Annual increase by 5% | SBC - Culture & Tourism | |
| Development of the 'Make Southend Sparkle' (MSS) campaign - focusing on attracting volunteers to improve our civic realm and public spaces. | Development of creative campaigns aimed at improving the appearance and perception of the public realm. Improve access to facilities and equipment across the borough for MSS volunteers | Levels of engagement and followers | 2% annual growth | MSS | |
| | Create promotional campaigns on current MSS projects, future initiatives, past successes and volunteer recruitment. | Number of volunteers and groups | 2% annual growth | SBC - Culture & Tourism SBC - Parks | |
| | | Positive visitor feedback/perception surveys | Increase | SBC - Waste Management Veolia | |
| To build on Southend's digital presence, becoming a leading digital city with high quality information made easily accessible to visitors, residents and businesses. | Integration on new destination website that will allow visitors to build itineraries. New destination website to be mobile optimised. | Visits to new destination website | Annual growth of 5% | SBC - Culture & Tourism | |
| | Collect anonymous data to provide sector specific analysis across a range of measures, including - footfall, heatmaps, direction of travel, demographics etc. | Installation of LDC tracking/counter assets | March 2021 | SBC STP | |
| | Regular reporting will ensure the local tourism trade has access to market trends and analysis over a specific geographical area. | Ongoing promotional campaign to promote free wifi across key sections of the destination to new and returning visitors. | Number of sign ups to access free wifi | Annual increase of 5% | SBC |
| | Installation of CityFibre's borough-wide infrastructure programme bringing the benefits of full fibre connectivity to local businesses | Completion of network across the borough | | 2022 | SBC |

PRIORITY 03

Improving the Infrastructure

Support the development of improvements that enable visitors and residents to easily get in, out and around Southend. We will work with travel partners to ensure visitors and residents have access to smarter, greener and cleaner options that enable them to move around and explore the wider borough.

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY |
|---|--|--|------------------------------|---|
| To support the improvement of access into and around Southend so that it is easier for residents, visitors and people who work here to get around the borough | Improve traffic flows on A127 access road with improvements to Bell Junction. | Improved access to Southend via A127 | Target start date April 2020 | SBC - Highways |
| | Installation of new wayfinding schemes in Leigh-on-Sea and Central Southend to improve information for visitors and promote a wider scope of local attractions. | Completion of scheme | 2021 | SBC - Highways Leigh Town Partnership STP Place Marketing Group |
| | Continue to produce printed maps/guides that pinpoint key attractions and facilities. | Maintain current level | | SBC BID Travel operators |
| 50 Support the development of improved options for access to the Borough's car parks and parking offer. | Support the development of smart car park signage that will better enable drivers to find a car park serving the area of town they intend to visit, while minimising excessive travel. | Carry out actions identified in parking strategy | Summer 2021 | SBC - Highways |
| | Actively manage traffic on days of high visitor demand through a range of on the ground interventions | Positive visitor and business feedback | | SBC - Highways SBC - Culture & Tourism |
| | Amend signage on new right turns from Queensway to highlight town centre and alternative seafront parking | Signage amended | February 2021 | SBC - Highways |
| | Explore the feasibility of creating new multi-level car parks in central Southend and Leigh-on-Sea | Result from feasibility study | March 2021 | SBC - Highways STP BID Leigh Town Partnership |
| | Targeted social media campaigns to provide visitors with information regarding available payment options across the Borough's car parks and bays | Record levels of engagement with campaign. | Increased engagement | |
| Number of Mobon app downloads | | Annual growth 5% | | SBC - Highways |

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY |
|---|--|--|---------|--|
| Visitors and residents have a wide choice of transport options to access and move across the borough | Explore the implementation of a borough wide integrated travel card to use on a range of travel options. | Introduction of a borough wide integrated travel card. | By 2023 | SBC Highways Forward Motion Travel Operators |
| | Promote intergrated cycle related infrastructure across the borough | Increased facilities and usage. | | |
| Support the development of initiatives aimed at making public and private travel around the borough smart, clean and green. | Install additional electric charging points across the borough in preparation for increased use of electric/ultra low emission vehicles. | Increase number of electric charging points installed across the borough | By 2023 | SBC - Highways Forward Motion Travel Operators |
| | Support the development of an integrated travel hub to enable visitors and residents to easily switch between various methods of public transport. | Intergrated system co-designed with commercial partners. | | |

PRIORITY 04

Enhancing the Visitor Experience

Ensure that Southend welcomes new visitors and encourages their return by offering compelling year-round experiences across the whole resort which exceed visitor expectations and levels of satisfaction.

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY |
|--|--|--|------------|---|
| 5 Broaden our appeal and profile with the increasing variety and quality of our cultural and leisure offer, as well as our wide range of fun experiences. | Enhance our year round event programme with new cultural experiences that will attract new audiences to Southend-on-Sea and further develop out of season growth. | Number of safe, well organised all year round experiences across the borough | Increase | SBC - Culture & Tourism BID STP Leigh Town Partnership Art and cultural organisations |
| | Streamline events application process in order to encourage more organisations and groups to host events and festivals. | Development of new event application and scrutiny process. | March 2021 | SBC -Regs Services SAG (safety advisory group) members |
| | Develop a creative 'rainy day package' outlining the amazing variety of indoor attractions and experiences available. | Engagement with campaign and visitor numbers to attractions | Increase | SBC - Culture & Tourism Visit Essex Attractions |
| | Development of a promotional 'beyond the boundary' campaign that positions Southend and the surrounding area as a wider resort. Talk up heritage attractions and experiences in the local area, including <ul style="list-style-type: none"> Shoeburyness Old Leigh/Leigh Town Belfairs Woodland Hadleigh Castle & Olympic Mountain Bike Park Rochford District Wallasea Island | Media coverage & tone Engagement and reach of campaign. | March 2021 | SBC Visit Essex ECC Leigh Town Partnership |

| OBJECTIVES | KEY TASKS | MONITORING | TARGET | RESPONSIBILITY |
|---|---|--|---|---|
| Improve Southend's welcome to strengthen and add value to the visitor experience and improve levels of satisfaction | Encourage partners and members to continue to develop excellent customer service across the borough - signpost to relevant training and development programmes. | Survey of destination wide assets and visitor satisfaction levels. | Improve satisfaction levels to 95% by 2021 (?) | STP - all members SBC - Culture & Tourism |
| | Extend the visitor information service across the borough by maximising digital and mobile technology | Development of new destination brand website and local digital assets. | Summer 2020 | SBC - Culture & Tourism STP - Place Marketing |
| | Commission mystery shopper and destination appeal analysis | Survey of destination wide assets and visitor satisfaction levels. | Improve satisfaction levels to 95% | STP - all members SBC - Culture & Tourism VIC |
| | Develop volunteer offer at seafront and attractions. | Feedback from visitor surveys / mystery shop | Summer 2021 | SBC |
| To provide a quality, comfortable experience for disabled, elderly and vulnerable visitors. | Provide pre-visit information on accessibility in Southend, to include details on Blue Badge parking, dropped kerbs, toilets, wheelchair hire and beach access as well as general information on the environment and geography of Southend. | Number of click throughs to relevant landing page Customer satisfaction and perception surveys. | Annual growth of 5% Improve satisfaction levels to 95% by 2021 | SBC - Culture & Tourism STP Shopmobility VIC |
| | Continue to work with local stakeholders to improve the overall accessible beach offer. | Customer satisfaction and perception surveys. | Ongoing | SBC - Pier and Foreshore SBC - Culture & Tourism |
| | Continue to support the Southend Dementia Action Alliance (SDAA) to help the Borough become a 'Dementia-Friendly' town. | Number of organisations taking up Dementia Friends training | Annual increase of 5% | SBC/STP - all members SDAA |



SOUTHEND-ON-SEA

HIGH SUNSHINE WESTCLIFF-ON-SEA LEIGH-ON-SEA LOW RAINFALL

THORPE BAY SHOEBOURNESS

Guide free from Inquiry Bureau, 108 Pier Hill, Southend-on-Sea

BRITISH RAILWAYS stations offices and agencies

†Train services and fares from



Southend-on-Sea Borough Council
Report of Executive Director for Adults and Communities
to
Cabinet
on
3rd November 2020
Report prepared by: Scott Dolling
Director of Culture & Tourism

**Agenda
Item
No.**
**7
11**

The Beecroft Trust
Place Scrutiny Committee
Cabinet Member: Councillor Kevin Robinson
A Part 1 (Public Agenda Item)

1. Purpose of Report:

- 1.1 To update upon the current position with regards the Beecroft Art Gallery (“the Trust”) and with the proposed renovations into artist’s studios.

2 Recommendation:

- 2.1 That the Council notes that the proposal to convert the former Beecroft Art Gallery into artist’s studios is no longer feasible.

3 Background

3.1 Historical Background of the Beecroft Art Gallery and Westcliff Building.

- 3.1.1 The Beecroft Art Gallery and collection was founded in April 1949 by the late Walter G. Beecroft of Leigh-on-Sea, for the advancement of Art, Music and Literature in the Borough of Southend on Sea. The gallery on Station Road, Westcliff, (“the Former Gallery”) was purchased in October 1951 with Trust funds. The Former Gallery first opened in October 1953. Over time the collection has grown through donations from Friends of the Beecroft Art Gallery and when Sydney Thorpe Smith bequeathed his collection of local topographic works.
- 3.1.2 The Trust’s assets consist of the art collection and the site of the Former Gallery. These are fixed assets, the Trust has no liquid assets.
- 3.1.3 The art collection is extensive and of national significance with notable works by Constable and Reynolds. In the current venue, former central library in Victoria

Avenue (“the Former Library”) there is not enough appropriate conditioned display or storage space hence some of the collection is in storage

- 3.1.4 Following a building survey in 2013, the Former Gallery had to be abandoned and the collection was moved to the Former Library. This move was regarded as temporary with the original expectation that the Southend museum and Trust would all ultimately move to the developing Thames Estuary Experience (TEE) on the seafront. In summer 2018 the Council decided not to progress with the TEE.
- 3.1.5 The operational objectives of the Trust are delivered by Southend Council’s museums service. Along with the Trust’s art collection, the Former Library is also host to other temporary art exhibitions and lectures, The Hive business centre (2nd and 3rd floor) and the Jazz Centre UK (basement).
- 3.1.6 The Trust has no resources of its own to curate, manage and develop its art collection. The role has been undertaken through the Council’s Museums and Galleries Team. The Trust is considered an integral part of the cultural offer for Southend’s citizens and visitors. For the Trust to deliver this service independently would require significant organisational costs and a demand on resources that it does not have the liquid assets to cover.
- 3.1.7 In 2019 further structural damage was identified. The Former Gallery is still deteriorating and presents a risk should anyone be injured on the premises. Despite it being secured with hoardings, it has been raided and squatters have also been present on occasion.

3.2 Why is there one paper here and a further report for the General Purposes Committee?

- 3.2.1 The Trust is subject to a scheme dated the 18th February 1980 of the Charity Commissioners for England and Wales (“the Scheme”) and therefore the Council’s 51 Members are the Trustees of the Charity. The Scheme forms the current terms under which the Trust operates and is governed.
- 3.2.2 When acting as Trustees, Members are required to act in the interests of the Trust and not the Council. Where there is any potential of a conflict of interest between the Council and the Trust then independent legal or professional advice should be provided to the Trustees.
- 3.2.3 Therefore, Cabinet considered a report on the 16th June 2020 that detailed the improved governance arrangements and decision making for the Trust.
- 3.2.4 Cabinet approved the following recommendations:
- (a) That the Council’s General Purposes Committee act on behalf of the Trust and make recommendations for Full Council to consider.
 - (b) That independent advice is provided to the Beecroft Trustees through the General Purposes Committee to fulfil its objectives in the best interest of the Trust.

(c) That specific independent advice is provided on the former gallery site at Station Road, Westcliff.

3.2.5 Cabinet agreed, as part of these arrangements that that the General Purposes Committee (GPC) will, at first instance, consider matters whereby the Trust needs to make a decision and then the matter will be considered by Scrutiny Committee before consideration by Full Council. Wider input from external advisors was also recommended to support Members of the GPC in reaching an informed view.

3.3 Background of the proposals regarding the Artist's Studios

3.3.1 During the course of 2015, officers investigated a range of options and undertook public consultation on the future of the Former Gallery on behalf of the Trust. Following the outcome of this consultation, permission was granted for a feasibility study to investigate the viability of converting the building into artist studios. (**Cabinet paper 10th November 2015: Outcome of consultation on the future of the former Beecroft Art Gallery Building (Background Paper 1)**).

3.3.2 Following completion of the feasibility study, further permission was granted by Cabinet 28th June 2016 for the preparation of a formal bid to Arts Council England's Capital Grant fund and other external funding sources for the conversion costs of creating affordable artist studios within the building. (**Cabinet paper 28th June 2016: Artist Studios Feasibility Study (Background Paper 2)**).

3.3.3 The feasibility study suggested a future governance model which saw the Beecroft Trust working directly in partnership with Focal Point Gallery, the Council's jointly funded Arts Council England National Portfolio Organisation, to provide the day to day management of the Project. As an NPO, Focal Point Gallery were eligible to apply to Arts Council England's Capital grant Scheme; something the Beecroft Gallery Art Trust were not able to do in their own right.

3.3.4 Planning permission for the conversion of the Former Gallery into an artist studios complex was granted in February 2017.

3.3.5 External funding totalling £575,000 was successfully secured from three external sources (Arts Council England £495,000, Foyle Foundation £30,000 and the Garfield Western Foundation £50,000).

3.3.6 The Council proposed funding of £300,000 from the Capital Reserve to progress the conversion of the Former Gallery into the artist's studios via its Capital funding programme (2018/19) but this was not completed. The business case had been revised and would have only returned any income upon very successful levels of occupancy and upper end of chargeable rates. The addition of VAT to income on the project resulted in a challenging business case. With an objective being to raise income, this rendered a significant change to project viability.

- 3.3.7 A project board was established to oversee delivery of the conversion project and appointed Neobard Burnson Architects Ltd to manage the conversion of the building, who subsequently undertook some initial work to prepare the building for construction which included a package of remedial works and further structural surveys.
- 3.3.8 This phase identified that the estimated build costs contained within the feasibility study were greater due to the state of the building and that additional funding would need to be secured to enable the Project to progress to completion.
- 3.3.9 Therefore, the Council applied for Local Growth Funding (LGF) in the sum of £680,000.00 from South East Local Enterprise Partnership (SELEP).
- 3.3.10 The SELEP Funding unfortunately was not approved and therefore, without this funding being sourced from elsewhere the proposal to convert the Former Gallery into artist's studios became untenable.
- 3.3.11 The Council has returned the Arts Council Funding of £495,000.00. Further the Foyle Foundation grant of £30,000.00 had to be returned. The £50,000 was not claimed as the project to convert the Former Gallery to artist's Studios could not progress.
- 3.3.12 If the Council were to fund the shortfall of £680,000 (the amount not secured from SELEP) from Council funds then it would have to do so at a commercial interest rate. This would mean that the Trust would be subject to paying a commercial interest rate whilst the Council would still need to secure the occupation of the Trust in the Former Library (or elsewhere).

3.4 Moving Forward, How the Council and Trust could work together

- 3.4.1 The Beecroft Trust objectives are as follows: *“the promotion of the study of art, music and literature and in particular, but without prejudice to the generality of the foregoing, the provision and maintenance of the beecroft art gallery at southend-on-sea in the county of essex as a public art gallery and library.”*
- 3.4.2 In considering these objectives the Council can continue to work closely with the Trust and especially with the enhancement of music and literature, as well as art, but this is beyond the remit of this report.
- 3.4.3 The physical space offered as part of this ongoing commitment to the Trust and its objectives is 450 sqm and is currently provided within the Former Library building on Victoria Avenue. The collection is presented professionally attracting positive responses from visitors, sector commentators and strategic partners. The relationship has worked successfully in the past with the aims of the Trust being delivered as part of the council's cultural team for the benefit of the Borough's citizens and visitors.
- 3.4.4 Both the Council and the Trust need to apply a commercial mind-set to ensure the long term sustainability of the Trust and at the same time protecting the Council's financial position and the Council managing its property assets. An

update in this regard will follow in a further report at a later date in the wake of negotiations with the Trust.

4. Other Options

4.1 None.

5. Reasons for Recommendations

5.1 The proposal to convert the Former Gallery into artist's studios is no longer financially viable.

6. Corporate Implications

6.1 The Council will continue to work with the Trust to achieving their cultural objectives to enhance the cultural and creative agenda for Southend and this features significantly in the Council's Southend 2050 Ambition.

6.2 Financial Implications

If the Cabinet approve the proposed recommendation then there are no financial implications to the Council in that decision. However, if the proposed recommendation is not approved then there will be a need for a significant capital investment into a scheme with no external funding and an operational scheme which is financially unviable to be progressed.

6.3 Legal Implications

N/A

6.4 People Implications

N/A

6.5 Property Implications

N/A

6.6 Consultation

NA

6.7 Equalities and Diversity Implications

N/A

6.8 Risk Assessment

NA

6.9 Value for Money

N/A

6.10 Community Safety Implications

NA

6.11 Environmental Impact

NA

7. Background Papers

7.1 **Background Paper 1.** Cabinet paper 10th November 2015: Outcome of consultation on the future of the former Beecroft Art Gallery Building.

7.2 **Background Paper 2.** Cabinet paper 28th June 2016: Artist Studios Feasibility

8. Appendices

None

Southend-on-Sea Borough Council

Report of Deputy Chief Executive

To

Cabinet

On

3rd November 2020

Report prepared by: Amy Roberts

**Agenda
Item No.**

8

**Conservation Area Appraisals – Hamlet Court Road draft Conservation Area Appraisal
Place Scrutiny Committee – Cabinet Member: Councillor Mulroney
Part 1 (Public Agenda Item)**

1. Purpose of Report

- 1.1 To brief Cabinet on the draft Conservation Area Appraisal produced for the Council by independent heritage experts, Purcell, which reviews and appraises the potential of Hamlet Court Road for Conservation Area status.
- 1.2 To seek agreement from Cabinet on the proposed approach to consulting on the draft Conservation Area Appraisal for this area (as set out in **Appendix A**), which has been produced following public consultation on an initial report that considered the potential of the area for Conservation Area status.

2. Recommendation

- 2.1 **To note the draft Conservation Area Appraisal (Appendix A) from Purcell, which sets out a potential area for Conservation Area designation at Hamlet Court Road and to agree this draft Appraisal for public consultation.**

3. Background

- 3.1 The Borough's designated Conservation Areas have special value for the community. They are visible links with our past and offer attractive contrasts to modern environments, and so it is important to ensure the special character of these areas are protected and sympathetic enhancements encouraged. This local distinctiveness can provide a catalyst for regeneration and inspire well designed new development.
- 3.2 Section 72(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 states that special attention should be paid to the desirability of preserving or enhancing the character or appearance of Conservation Areas.
- 3.3 The revised National Planning Policy Framework (2019) (NPPF) sets out the Government's policies for conserving and enhancing the historic environment and that in considering the designation of Conservation Areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, ensuring that the concept of

conservation is not devalued through the designation of areas that lack special interest (NPPF paragraph 186).

- 3.4 The Council has a duty to review existing conservation area designations periodically to ensure they are up to date and relevant, and to determine if any further parts of the Borough should be designated as conservation areas. There are currently 14 Conservation Areas in Southend, some of which have adopted appraisals.
- 3.5 The Council has commissioned independent heritage consultants, Purcell, to undertake a review of all of the Borough's existing Conservation Area Appraisals and to produce appraisals for those Conservation Areas that do not currently have an appraisal in place. Purcell has also been tasked with considering potential new Conservation Area designations, and making informed recommendations to the Council as appropriate. This process has taken account of representations made during the Issues and Options stage of the Southend New Local Plan, which included comments suggesting Hamlet Court Road be considered.
- 3.6 To this end, the Hamlet Court Conservation Forum ('the Forum'), a highly motivated group focussed on the historic and conservation issues in respect of the Road, have had meetings, a walkabout and conversations with Purcell, giving them a unique opportunity to discuss the potential for designation. Their historic research in this field is duly acknowledged as assisting in the process. To summarise, feedback received from the Forum to date includes their view that while they support the designation of the upper section of Hamlet Court Road as a Conservation Area, a wider area warrants designation than that being proposed, including the southern section of Hamlet Court Road and surrounding residential streets (including Ditton Court Road, Cossington Road, Preston Road); that a conservation area designation here would be the forerunner to heritage led regeneration; that Hamlet Court Road has demonstrable architectural and historic interest for designation; that elements of the architectural character that have been eroded, such as shopfronts, could be suitably repaired and replaced over time; the permanent fabric of Hamlet Court Road, such as brickwork and stone, are mostly intact; that the planed verges in Ditton Court Road seem to be influenced by the Garden Suburb Movement, although no direct connection has been found of this to date.
- 3.7 Where information has been provided to the Council by the Forum, this has been shared with Purcell (with agreement from the Forum) in respect of their role in drafting the appraisal. The draft Conservation Area appraisal (**Appendix A**) includes a review of surrounding residential streets, includes reference to relevant examples of architectural influence and historical development of the area.
- 3.8 The draft Conservation Area Appraisal (**Appendix A**), presents a recommendation from independent heritage experts Purcell, that the Hamlet Court Road area (namely, the northern section of the street, south of the London Road) has special architectural / historic interest and should be considered for designation as a Conservation Area. The draft Appraisal has considered an area for wider study, and has reached the conclusion that it's the northern part of Hamlet Court Road (south of the London Road) that meets this

criteria. Where buildings in the wider area were recognised as having particular architectural/historical interest, these have been recommended in the draft Appraisal for Local Listing, as appropriate, given these buildings are more dispersed. The draft appraisal was presented to Planning and Environment Working Party in August 2020.

- 3.9 Cabinet's approval of the draft Conservation Area appraisal (**Appendix A**) is sought to move this work forward to statutory public consultation to allow residents and local businesses to put forward their views on the potential of the area for designation as a Conservation Area. This follows on from public consultation on an initial report earlier this year, which provided a high level view as to the potential of the area for Conservation Area status. The consultation was made available on line, with paper copies also available, drop-in sessions were held at the Civic Centre and letters were sent to residents/businesses in the area being suggested for consideration as a conservation area. The results of this consultation have been reviewed as part of the production of the draft appraisal, eight direct responses being received, generally supportive of further work being undertaken to review the potential of the area for Conservation Area designation, with some respondents commenting that the wider study area should be included in a Conservation Area boundary. Included within this was an initial response from Historic England, who welcomed the proposed designation of the northern part of the street as a Conservation Area, and suggested that due consideration is given to the wider study area as appropriate, recommending that a Conservation Area Appraisal is produced, to include a management plan [*this has now been produced and is subject of this report*]. The results of a survey undertaken by the Hamlet Court Conservation Forum were provided and reviewed as part of this work. These have been shared with Purcell and account has been taken of the responses, insofar as the results related to matters relevant to designating a conservation area. It is also important to note that further research may be needed at Essex Records Office to source images to include within the appraisal, which has been delayed due to the Office being closed due to COVID-19.
- 3.10 Following public consultation on the draft appraisal and taking account of representations made, the decision could be taken to recommend that the appraisal is adopted and the area formally designated as a Conservation Area. Once adopted by the Council, the Conservation Area Appraisal for Hamlet Court Road would form part of the evidence base to support the production of the Southend New Local Plan, helping to inform policy and development management decisions in the area.
- 3.11 An area's status as a Conservation Area is a material consideration for all planning applications and introduces some additional controls. This can include: the need to apply the conserve and enhance test as part of the decision making process (as set out in legislation and discussed further in the NPPF and the Planning Practice Guidance (PPG)), control over demolition of unlisted buildings, control over works to trees, limitation on the types of advertisements that can be displayed with deemed consent, support for the use of Article 4 directions to remove permitted development rights where avoidable damage is occurring and local planning policies which pay special attention to the desirability of preserving or enhancing the character or appearance of the area.

- 3.12 The Council's adopted Development Plan (currently comprising of policies within the Core Strategy, Development Management DPD and Southend Central AAP in relation to heritage, to be reviewed as part of the production of the Southend New Local Plan) sets out the local policy approach to managing the historic environment, and these policies are also used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 3.13 An area's status as a Conservation Area does not however prevent change from occurring, and Conservation Areas will over time be subject to many different pressures (both positive and negative) that could impact upon their character and appearance. It is, however, important that proposed alterations to properties in Conservation Areas are sympathetic to their character, and stricter design controls therefore apply. This may have cost implications for property owners, and could potentially make any regeneration more expensive.
- 3.14 Any future designation of Hamlet Court Road as a Conservation Area would however provide opportunity to conserve the historic character of the area, and may over time help to deter inappropriate development that erodes this character.

4 Other Options

- 4.1 That the draft appraisal from independent heritage experts Purcell is not publically consulted on, and further work into the potential for a Conservation Area designation at Hamlet Court Road is not further progressed. This would be contrary to the recommendations of Purcell based on the initial work undertaken to date and the outcome of the public consultation, and would not allow for public consultation on the appraisal. By moving forward with public consultation, it will be possible to collate the views of interested parties to determine whether a Conservation Area should be adopted at Hamlet Court Road.

5. Reasons for Recommendation

- 5.1 To facilitate public consultation on the draft appraisal from independent heritage experts Purcell, and to seek the views of local residents and businesses on the proposal to consider Hamlet Court Road for designation as a Conservation Area.

6. Corporate Implications

Contribution to the Southend 2050 Road Map

- 6.1 The Council's adopted Development Plan, to be reviewed as part of the production of the Southend New Local Plan, sets out the local policy approach to managing the historic environment, and these policies are also used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 6.2 Delivery of the Local Plan is included as a Southend 2050 outcome on the Opportunity and Prosperity theme. The Conservation Area Appraisals, including consideration of Hamlet Court Road for designation, form part of the evidence base to support the development of the Local Plan, and will contribute towards the fulfilment of the Council's Southend 2050 ambition protecting and enhancing the natural and built environment.

Financial Implications

- 6.3 Financial and human resource input is necessary to fulfil the requirements of all stages in the preparation and delivery of a Conservation Area Appraisal.
- 6.4 The costs associated with preparing the Conservation Area Appraisal for Hamlet Court Road will be met from existing agreed budgets with the Director of Finance and Resources.

Legal Implications

- 6.5 Section 72(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 states that special attention should be paid to the desirability of preserving or enhancing the character or appearance of Conservation Areas.
- 6.6 The revised National Planning Policy Framework (2019) (NPPF) sets out the Government's policies for conserving and enhancing the historic environment and that in considering the designation of Conservation Areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, ensuring that the concept of conservation is not devalued through the designation of areas that lack special interest (NPPF paragraph 186).
- 6.7 The Council has a duty to review existing conservation area designations periodically to ensure they are up to date and relevant, and to determine if any further parts of the Borough should be designated as conservation areas.

People Implications

- 6.8 Staff resources from the Strategic Planning Team will be required in order to contribute to the preparation of the Conservation Area Appraisal. Support from the Business Support Unit will be required, particularly with regards to the public consultation process.

Property Implications

- 6.9 The proposed area for further consideration for Conservation Area status includes a number of privately owned buildings, including commercial and residential premises at Hamlet Court Road.
- 6.10 Conservation Areas will over time be subject to many different pressures (both positive and negative) that could impact upon their character and appearance. It is important that proposed alterations to properties in Conservation Areas are sympathetic to their character, and stricter design controls therefore apply. This may have cost implications for property owners, and could potentially make any regeneration more expensive.
- 6.11 Any future designation of Hamlet Court Road as a Conservation Area would however provide opportunity to conserve the historic character of the area, and may over time help to deter inappropriate development that erodes this character.

Consultation

- 6.12 The Conservation Area Appraisals will be subject to public consultation which will be in accordance with the Council's adopted Statement of Community Involvement (SCI 2019). This has already included public consultation on the initial report from Purcell, followed by public consultation on a full appraisal should this be progressed.

Equalities and Diversity Implications

- 6.13 Conservation Area Appraisals will provide supporting evidence for the Southend New Local Plan. An equalities impact assessment will be produced for each iteration of the Plan as part of the Integrated Impact Assessment. The public consultation on the Conservation Area Appraisal will give the opportunity for different sections of the community to input into the proposals.

Risk Assessment

- 6.14 An area's status as a Conservation Area is a material consideration for all planning applications and introduces some additional controls. Any future designation of Hamlet Court Road as a Conservation Area, subject to public consultation, would provide opportunity to conserve the historic character of the area, and may over time help to deter inappropriate development that erodes this character. An area's status as a Conservation Area does not prevent change from occurring, and Conservation Areas will over time be subject to many different pressures, however without Conservation Area status there is a risk that the historic character of the area could be further eroded.

Value for Money

- 6.15 The Conservation Area Appraisal work, which includes the review of the existing conservation area appraisals as well as the consideration of new areas for appraisal, is being undertaken by independent heritage experts, Purcell, who bring significant professional expertise to the work, and have been working with Officers who bring local knowledge and experience to the project.

Community Safety Implications

- 6.16 None.

Environmental Impact – Sustainability Appraisal

- 6.17 The Conservation Area Appraisals will form part of the evidence base for the Southend new Local Plan, which will set out the local policy approach to managing the historic environment, and these policies will determine planning decisions relating to development in the Borough's Conservation Areas.
- 6.18 All iterations of the Local Plan will require Sustainability Appraisal to be undertaken. The Sustainability Appraisal is an assessment of the potential significant social, environmental and economic impacts of development. It forms an integral part of the plan making process. It ensures that all policies and proposals are prepared with a view to contributing to the achievement of sustainable development. The Sustainability Appraisal will be used to assist

decision making and identification of the most sustainable policies to take forward.

7. Background Papers

- 7.1 Planning (Listed Buildings and Conservation Areas) Act 1990
<http://www.legislation.gov.uk/ukpga/1990/9/contents>
- 7.2 National Planning Policy Framework (2019)
<https://www.gov.uk/government/publications/national-planning-policy-framework--2>
- 7.3 Planning Practice Guidance
<https://www.gov.uk/government/collections/planning-practice-guidance>
- 7.4 Southend Local Planning Framework
https://www.southend.gov.uk/info/200160/local_planning_framework
- 7.5 Southend new Local Plan – Issues and Options
<https://localplan.southend.gov.uk/>
- 7.5 Southend Statement of Community Involvement (2019)
<https://www.southend.gov.uk/downloads/file/6570/statement-of-community-involvement-sci-2019>
- 7.6 Southend 2050
<https://www.southend.gov.uk/southend2050/>

8. Appendices

Appendix A: (Draft) Conservation Area Appraisal – Hamlet Court Road

This can be accessed via the following link:

<https://fileshare.southend.gov.uk/wl/?id=NfqkRKEAMElu4uEpUjirXCAoowgGhV Vr>

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Southend-on-Sea Borough Council

Report of Executive Director (Legal and Democratic Services)

To
Cabinet

On
3rd November 2020

Report prepared by: Colin Gamble (Head of Democratic Services)

Agenda
Item No.

9

Notices of Motion (Referred by Council, 10th September 2020)

**Relevant Scrutiny Committee: Place Scrutiny Committee/Policy and Resources
Scrutiny Committee**

**Cabinet Member: Councillors Gilbert, Woodley, Mulrone, Terry, Robinson
Part 1 (Public Agenda Item)**

1. Purpose of Report

- 1.1 To consider how to respond to the Notices of Motion referred by Council (10th September 2020) to Cabinet.

2. Recommendations

- 2.1 Cabinet are asked to determine their response to the Notices of Motion having regard to the options set out paragraph 3.2 below.

3. Background

- 3.1 On 10th September 2020, the following Notices of motions were submitted to Council under Council Procedure Rule 8:

- Notice of Motion - Ban BBQs in the Borough on beaches, Parks and Open Spaces
- Notice of Motion - Conversion of Twenty One site into Cycle Hub and Café
- Notice of Motion - Covid-19 Local Recognition Scheme
- Notice of Motion – Cycling Strategy
- Notice of Motion – Withdrawal of EasyJet base at Southend Airport
- Notice of Motion - Ekco Park Estate

- Notice of Motion - Make our Gardens and Open Spaces to RHS Britain in Bloom Standard
- Notice of Motion - Recruit the 2 Special Constables per Ward
- Notice of Motion - No Driving on Parks and Open Spaces PSPO
- Notice of Motion - Southend Illuminations Festival of Light
- Notice of Motion - Tyre Pump Stations
- Notice of Motion - Water Fountains and Water Bottle Refill Points

In accordance with Council Procedure Rule 8.4, the Notices of Motion were referred by the Council to Cabinet for consideration. The Motion proposing the installation of speed cameras along Eastern Avenue was referred to the Cabinet Committee.

3.2 The Cabinet are asked to determine how to respond to each of the Notices of motion having regard to the options set out below:

- (a) Ask officers to prepare a report on each Notice of Motion for submission to the next meeting of Cabinet;
- (b) Refer each Notice of Motion to the relevant working party;
- (c) Take some other appropriate action

4. Other Options

4.1 The options are identified in paragraph 3.2 above.

5. Reasons for Recommendations

5.1 To respond to the Notices of Motion

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The Road Map for 2020 sets out the first five-year plan to achieve the Southend 2050 vision. At this stage, the proposals have not been assessed to determine how any of them could help the Council in delivering its aspirations.

6.2 Financial Implications

There are financial implications associated with some of the Motions, but at this stage these have not been quantified.

6.3 Legal Implications

None arising from this report.

- 6.4 People Implications
None arising from this report.
- 6.5 Property Implications
None arising from this report.
- 6.6 Consultation
None arising from this report.
- 6.7 Equalities and Diversity Implications
None arising from this report.
- 6.8 Risk Assessment
None arising from this report.
- 6.9 Value for Money
None arising from this report.
- 6.10 Community Safety Implications
None arising from this report
- 6.11 Environmental Impact
None arising from this report

7. **Background Papers**

None

8. **Appendices**

Appendix A - Notice of Motion - Ban BBQs in the Borough on beaches, Parks and Open Spaces

Appendix B - Notice of Motion - Conversion of Twenty One site into Cycle Hub and Café

Appendix C - Notice of Motion - Covid-19 Local Recognition Scheme

Appendix D – Notice of Motion – Cycling Strategy

Appendix E - Notice of Motion – Withdrawal of EasyJet base at Southend Airport

Appendix F - Notice of Motion - Ekco Park Estate

Appendix G - Notice of Motion - Make our Gardens and Open Spaces to RHS Britain in Bloom Standard

Appendix H - Notice of Motion - Recruit the 2 Special Constables per Ward

Appendix I - Notice of Motion - No Driving on Parks and Open Spaces PSPO

Appendix J - Notice of Motion - Southend Illuminations Festival of Light

Appendix K - Notice of Motion - Tyre Pump Stations

Appendix L - Notice of Motion - Water Fountains and Water Bottle Refill Points

Council – 9th September 2020

Notice of Motion

The use of BBQs on beaches, parks and open spaces

That the Cabinet considers a full ban in the Borough on the use of BBQs on its beaches, parks and open spaces, including the removal of the ones on East Beach.

Proposer: Cllr Ward
Seconder Cllr Chalk

Supported by:

Cllr Wakefield
Cllr Shead
Cllr K Evans
Cllr Ayling

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To Full Council

Notice of Motion

Conversion of Twenty One Site into Cycle Hub and Cafe

We recognise the importance of cycling in improving the mental and physical wellbeing of residents and for improving the air quality of the town. We also recognise and support the Government's commitment to increase the amount of active travel.

We also recognise that currently the organisation designed to increase the uptake of cycling, ForwardMotion, does not have a public base in the town and the importance of 'Coffee Culture' in the culture of amateur cyclists.

This Council therefore resolves that it should:

1. Convert the Twenty One site along Western Esplanade into a Cycling Hub for Forward Motion to use as a base to include cycle hire facilities as well as bike repairs and sales.
2. Incorporate a Coffee shop within the facility to increase the appeal of the facility and encourage cycling along the length of our seafront.

Proposed By: Cllr Nelson
Cllr Buck

Seconded By Cllr Cox
Cllr Boyd
Cllr Burzotta
Cllr Davidson
Cllr Dear
Cllr Evans
Cllr Flewitt
Cllr Folkard
Cllr Garne
Cllr Garston
Cllr Habermel
Cllr Jarvis
Cllr Bright
Cllr McGlone
Cllr Moring
Cllr Salter
Cllr Walker

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To Full Council**Notice of Motion****Cycling Strategy**

We recognise the importance of cycling in improving the mental and physical wellbeing of residents and for improving the air quality of the town. We also recognise and support the Government's commitment to increase the amount of active travel.

We note that in the recent Council active travel bid to Government that the Council does not have a Cycling Strategy and note that the proposed Transport Policy going through Council at the moment does not include the need for Cycling Strategy.

This Council therefore resolves that it should:

1. Generate a comprehensive strategy to increase the uptake of cycling and make cycling safer in our borough.

Proposed By: Cllr Nelson
Cllr Buck

Seconded By Cllr Cox
Cllr Boyd
Cllr Burzotta
Cllr Davidson
Cllr Dear
Cllr Evans
Cllr Flewitt
Cllr Folkard
Cllr Garne
Cllr Garston
Cllr Habermel
Cllr Jarvis
Cllr Bright
Cllr McGlone
Cllr Moring
Cllr Salter
Cllr Walker

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To Full Council

Notice of Motion

Ecko Park Estate

Residents on the Ecko Park Estate are continuing to suffer with unadopted land and highways.

This Council therefore resolves that it should:

1. Undertake to investigate the unadopted highway and land at the Ecko Park Estate with a view to bringing all land on that estate to adoptable standards.
2. Highlight to all councillors future planning applications that include any Un-Adopted or unadoptable highway or land for consideration in the planning process

Proposed By: Cllr Flewitt
Cllr McGlone

Seconded By Cllr Cox
Cllr Buck
Cllr Boyd
Cllr Burzotta
Cllr Davidson
Cllr Dear
Cllr Evans
Cllr Flewitt
Cllr Folkard
Cllr Garne
Cllr Garston
Cllr Habermel
Cllr Jarvis
Cllr Bright
Cllr McGlone
Cllr Moring
Cllr Salter
Cllr Walker

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To Full Council

Notice of Motion

Make our Gardens and Open Spaces to RHS Britain in Bloom Standard

This town has a renowned history with our parks and open spaces and our Parks Department winning numerous awards at the Chelsea and Hampton Court Flower Shows in the past.

To ensure that Southend continues to remain renowned for its floral displays, parks and open spaces,

This Council therefore resolves that it should:

1. Engage with the RHS Britain in Bloom scheme, looking to involve both gardens/open spaces cultivated by community groups as well as public land tended by the Council Parks Department

Proposed By: Cllr Bright
Cllr Nelson

Seconded By Cllr Buck
Cllr Cox
Cllr Davidson
Cllr Boyd
Cllr Cox
Cllr Burzotta
Cllr Davidson
Cllr Dear
Cllr Evans
Cllr Flewitt
Cllr Folkard
Cllr Garne
Cllr Garston
Cllr Habermel
Cllr Nelson
Cllr Jarvis
Cllr McGlone
Cllr Moring
Cllr Salter
Cllr Walker

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To Full Council

Notice of Motion

Southend Illuminations Festival of Light

Many in Southend will remember that Southend Illuminations were a fixture of the events calendar on Southend Seafront.

The current light columns on City Beach give a taste of what can be done with lighting illuminations on the seafront.

There are many examples across the world where light shows are a popular feature in towns, cities and tourist areas which consist of water features, music and colourful laser lights.

The need to attract visitors back to Southend seafront and high street post COVID-19 has never been more needed.

This Council therefore resolves that it should:

1. Resurrect the Southend Illuminations by creating a free to the public modern festival of light event.

Proposed By: Cllr Jarvis
Cllr Cox

Seconded By Cllr Buck
Cllr Bright
Cllr Davidson
Cllr Boyd
Cllr Cox
Cllr Burzotta
Cllr Davidson
Cllr Dear
Cllr Evans
Cllr Flewitt
Cllr Folkard
Cllr Garne
Cllr Garston
Cllr Habermel
Cllr Nelson
Cllr Bright
Cllr McGlone
Cllr Moring
Cllr Salter
Cllr Walker

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To Full Council
Notice of Motion
Tyre Pump Stations

We recognise the importance of cycling and walking in improving the mental and physical wellbeing of residents and for improving the air quality of the town and support the Government's commitment to increase the amount of active travel.

To assist active travel, there needs to be improved infrastructure. As part of the infrastructure, there is a need for cyclists and users of wheelchairs and pushchairs on occasions to require the use of a pump to inflate their tyres

This Council therefore resolves that it should:

1. Install communal bike pumps, similar to those seen in cities such as Portsmouth, in areas such as our segregated cycle lanes and high footfall areas to allow for cyclists and users of wheelchairs and pushchairs to inflate their tyres.

Proposed By: Cllr Nelson
Cllr Buck

Seconded By Cllr Cox
Cllr Boyd
Cllr Burzotta
Cllr Davidson
Cllr Dear
Cllr Evans
Cllr Flewitt
Cllr Folkard
Cllr Garne
Cllr Garston
Cllr Habermel
Cllr Jarvis
Cllr Bright
Cllr McGlone
Cllr Moring
Cllr Salter
Cllr Walker

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To Full Council**Notice of Motion****Water Fountains & Water Bottle Refill Points**

Single use plastics cause considerable harm to the environment and contribute to the litter problem on our beaches and open spaces. We also note the damage that plastics cause to our seas and marine life. To help reduce single use plastics:

This Council therefore resolves that it should:

1. Promote existing water fountains and water bottle refill points.
2. Extend the provision of water fountains and water bottle refill points in public areas.

Proposed By: Cllr Bright

Seconded By Cllr Buck
Cllr Nelson
Cllr Boyd
Cllr Cox
Cllr Burzotta
Cllr Davidson
Cllr Dear
Cllr Evans
Cllr Flewitt
Cllr Folkard
Cllr Garne
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