

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Cabinet

Date: Thursday, 13th January, 2022
Time: 2.00 pm
Place: Committee Room 1 - Civic Suite
Contact: Colin Gamble
Email: committeesection@southend.gov.uk

AGENDA

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Minutes of the meeting held Tuesday, 18 October 2021** (Pages 1 - 4)
- 4 **Minutes of the meeting held on Tuesday, 2 November 2021** (Pages 5 - 18)
- 5 **Minutes of the Meeting held Monday, 6 December 2021** (Pages 19 - 20)
- 6 **Resourcing Better Outcomes - Financial Performance Report for November (Period 8)** (Pages 21 - 74)
Report of Deputy Chief Executive and Executive Director (Finance and Resources) attached
- 7 **Council Tax Base and Non Domestic Rating Base 2022/23**
Report of Deputy Chief Executive and Executive Director (Finance and Resources) to follow
- 8 **Draft Housing Revenue Account Budget 2022/23 and Rent Setting**
Report of Deputy Chief Executive and Executive Director (Finance and Resources) to follow
- 9 **Draft Prioritising Resources to Deliver Better Outcomes - 2022/23 to 2026/27**
Report of Deputy Chief Executive and Executive Director (Finance and Resources) to follow
- 10 **SEND Peer Review** (Pages 75 - 100)
Report of Executive Director (Children and Public Health) attached
- 11 **Ten Year Contract - Southend Care Limited** (Pages 101 - 132)
Report of Executive Director (Adults and Communities) attached
- 12 **Southend Leisure Provision Future** (Pages 133 - 140)
Report of Executive Director (Adults and Communities) attached
- 13 **DfT Active Travel Fund - Tranche 2 Grant Award** (Pages 141 - 194)
Report of Executive Director (Neighbourhoods and Environment) attached

- 14 **Conservation Area Appraisals** (Pages 195 - 210)
Report of Executive Director (Growth and Housing) attached
- 15 **20 MPH Neighbourhoods** (Pages 211 - 232)
Report of Executive Director (Neighbourhoods and Environment) attached
- 16 **Street Prostitution Strategy** (Pages 233 - 254)
Report of Executive Director (Adults and Communities) attached
- 17 **Southend Adult Community College** (Pages 255 - 284)
Report of Executive Director (Growth and Housing) attached
- 18 **School Admissions Arrangements for Community Schools** (Pages 285 - 314)
Report of Executive Director (Children and Public Health) attached
- 19 **Maintained School Term Dates 2022/23** (Pages 315 - 320)
Report of Executive Director (Children and Public Health) attached
- 20 **Annual Fostering & Adoption Report** (Pages 321 - 360)
Report of Executive Director (Children and Public Health) attached
- 21 **Debt Management Position to 30 November 2021** (Pages 361 - 374)
Report of Deputy Chief Executive and Executive Director (Finance and Resources) attached
- 22 **SO46 Report** (Pages 375 - 384)
Report attached
- 23 **Minutes of the meeting of Environment, Culture, Tourism and Planning Working Party held 6 January 2022**
Minutes to follow
- 24 **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.
- 25 **Southend Leisure Future - Confidential Appendix 1** (Pages 385 - 388)
Confidential appendix attached.

Chair & Members:

Cllr I Gilbert (Chair), Cllr R Woodley (Vice-Chair), Cllr L Burton, Cllr P Collins, Cllr A Jones, Cllr C Mulroney, Cllr C Nevin and Cllr M Terry

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Monday, 18th October, 2021

Place: Council Chamber - Civic Suite

Present: Councillor I Gilbert (Chair)
Councillors R Woodley (Vice-Chair), L Burton, P Collins, A Jones,
C Mulroney, C Nevin and M Terry

In Attendance: A Lewis, A Eastgate, T Saunders, T Forster, M Marks, J Williams,
A Lewis, J Chesterton, C Gamble and A Richards

Start/End Time: 2.00 pm /

406 Apologies for Absence

There were no apologies for absence at this meeting.

407 Declarations of Interest

The following declarations of interest were made:

408 Conservation Area Appraisals

The Cabinet considered a report of the Interim Executive Director (Growth and Housing) presenting the Conservation Area Appraisals produced by independent heritage experts, Purcell, for seven of the Borough's fourteen existing Conservation Areas, following recent public consultation.

Resolved:

That the updated and new Conservation Area Appraisal documents, set out at Appendices 1 to 7 of the submitted report, for the established Conservation Areas at Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal and Warrior Square, be adopted.

Reason for decision:

The Conservation Area Appraisals produced provide up to date evidence on each Conservation Area. They also provide a new management plan to help guide appropriate and sympathetic change within the area and highlight opportunities to enhance the character and appearance of these important heritage areas.

Other options:

Not to adopt the Conservation Area Appraisals for Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal and Warrior Square. However, this would mean that each of these Conservation Areas does not have an up-to-date Appraisal and Management Plan in place. The new Conservation Area Appraisals are intended to assist in planning decisions and to

help ensure that the character and appearance of these Conservation Areas are conserved and enhanced.

Note: This is an Executive Function
Referred direct to: Special Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

409 Bus Service Improvement Plan

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the Bus Service Improvement Plan (BSIP) for approval and the draft Enhanced Partnership (EP) document for public consultation.

Resolved:

1. That the Bus Service Improvement Plan set out at Appendix 1 to the submitted report, in order to meet the Department for Transport requirement for an adopted plan by 31 October 2021, be approved.

2. That the draft Enhanced Partnership (EP) document set out at Appendix 2 to the report, in order to progress the work required on the EP for a final version to be adopted by 31 March 2022, be approved for public consultation.

2. That authority be delegated to the Executive Director (Neighbourhoods and Environment), in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, to:

- make amendments to the draft Enhanced Partnership document prior to consultation; and
- take all necessary steps to ensure compliance with the relevant statutory processes and procedures to undertake the consultation.

Reasons for decision:

To ensure that the Council has an adopted Bus Service Improvement Plan in place as required by Government, and that public consultation be undertaken on the draft Enhanced Partnership document in order that the deadline for a final approved EP is achieved by 31 March 2022.

Other Options

The Council could choose not to have either an BSIP or EP, however this will affect future funding from the Department for Transport (DfT) on any major highway schemes that the Council bids for. This will also affect any funding that DfT allocate to Bus Operators in the Borough and will see a reduction in bus services supplied by the operators.

Note: This is an Executive Function
Referred direct to: Place Scrutiny Committee
Cabinet Member: Cllr Woodley

Chairman: _____

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Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Tuesday, 2nd November, 2021

Place: Council Chamber - Civic Suite

Present: Councillor I Gilbert (Chair)
Councillors R Woodley (Vice-Chair), L Burton, P Collins, A Jones,
C Mulroney, C Nevin and M Terry

In Attendance: Councillor K Evans
A Lewis, A Eastgate, M Marks, J Williams, J Chesterton, A Richards,
C Gamble, S Dolling, S Meah-Sims, C Victory, K Waters, A Roberts,
S Baker and A Keating

Start/End Time: 2.00 pm - 3.38 pm

414 Apologies for Absence

There were no apologies for absence at this meeting.

415 Declarations of Interest

The following Councillors declared interests as indicated:

(a) Cllr Jones – Agenda Item 12 (Annual Safeguarding Report) – Non-pecuniary interest: Reference to schools in the report – has a child still in education in the Borough; Agenda Item 15 (Minutes of the Transport, Asset Management and Inward Investment Working Party held 23 September 2021) – Non-pecuniary interest: son is a transport assistant at the Council;

(b) Cllr Mulroney – Agenda Item 6 (Conservation Area Appraisals) – Non-pecuniary interest: Chair of Trustees of Leigh Heritage Centre in Leigh Old Town.

416 Resourcing Better Outcomes - Financial Performance Report for September (Period 6)

The Cabinet considered a report of the Executive Director (Finance and Resources) reviewing the Council's financial performance.

Recommended:

That, in respect of the 2021/22 Revenue Budget Performance as set out in appendix 1 to the submitted report:

1. That the forecast outturn for the General Fund and the Housing Revenue Account as at September 2021, be noted.

That, in respect of the 2021/22 Capital Budget Performance as set out in appendix 2 of the submitted report:

2. That the expenditure to date and the forecast outturn as at September 2021 and its financing, be noted.

3. That the requested changes to the capital investment programme for 2021/22 and future years, as set out in section 3 of appendix 2 to the report, be approved.

Reasons for decisions:

The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to Councillors, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and the associated management action being implemented to address any identified issues. It also informs decision making to ensure that the Council's priorities are delivered within the approved budget provision.

Other options:

The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the current reporting schedule provides the appropriate balance to allow strategic oversight of the budget by Councillors and to also formally manage the Council's exposure to financial risk.

Note: This is a Council Function

Eligible for call-in to: Policy and Resources Committee

Executive Members: Cllrs Gilbert and Collins

417 Seaway Leisure

The Cabinet considered a report of the Deputy Chief Executive and Executive Director (Finance and Resources) proposing a financial and commercial structure to enable the delivery of the Seaway Leisure development whilst also providing greater ownership and an improved, long-term sustainable commercial return for the Council.

Resolved:

1. That the significant economic benefits that the proposed Seaway Leisure development will bring as outlined in the approved 25 February 2020 Cabinet report and that the project is a clear Council commitment and a Southend 2050 Roadmap project, be noted.

2. That it be noted that the Council has commissioned CBRE to undertake a review of the development, specifically in relation to the elements at a) to c) below:

a) Undertake financial due diligence on Turnstone Estates Ltd (and its company structure, including Turnstone Southend Ltd, the subsidiary special purpose vehicle for Seaway Leisure) and to advise on their suitability as a partner for the Council;

b) Review the proposed Seaway development and its appropriateness including reviewing the anticipated economic benefits; and

c) Look at the most suitable and deliverable funding models for the development and consider the risks and benefits associated with them.

3. That officers proceed with the final negotiations of terms with Turnstone Southend Limited (TSL), and Turnstone Estates Ltd (as parent company guarantor as appropriate) to enable the proposition to be presented to the funding market on the basis set out in sections 7.12 to 7.15 of the submitted report and at the same time proceed to secure the necessary legal and financial advice on those terms to robustly protect the Council's position.

4. That it be noted that officers will update terms with Homes England in relation to the grant funding associated with the Rossi Factory, 1-3 and 29 Herbert Grove, having regard to the proposed revisions.

5. That it be noted that officers will look to identify grant funding opportunities which enable the Council's proposed equity investment to be reduced and/or replaced with grant funding.

6. That authority be delegated to the Executive Director (Finance and Resources), in consultation with the Leader of the Council and the Cabinet Member for Corporate Services and Performance Delivery, to:

a) approach the market for funding at the relevant time;

b) finalise and agree (with independent advice as required) any final terms following responses to the proposition from the funding market; and

c) authorise any relevant actions including the execution of all necessary documentation including that arising from the decisions in 2 to 5 above and recommendation 8 below.

7. That it be noted that the Executive Director (Finance and Resources) will report the exercise of the above specific delegations to a relevant Cabinet meeting.

Recommended:

8. That the use of up to a maximum of £10m (Ten Million Pounds) of the Council's capital reserves as equity in the proposed development to enable the different and significantly improved commercial terms as illustrated in the Financial Implications section of the report, and thereby significantly reduce the Council's financial risk and an improved annual income stream, be approved. ||

Reasons for decisions:

1. The benefits of the proposed development have been clearly stated in preceding papers to Cabinet. Cabinet has clearly articulated its wish to see more leisure, culture, and tourism in the Town and to actively support the economic recovery of the Town, particularly the town centre.

2. The approach set out in the report enables the Council to apply a small proportion of its capital reserves to de-risk this major development and give it the required support to enable delivery of the project with a fully balanced risk and reward approach.

Other options:

As set out in the submitted report.

Note: This is an Executive Function save that the recommendation in 8 above constitutes a Council Function.

Called-in to: Policy and Resources Scrutiny Committee

Cabinet Members: Cllr Gilbert and Cllr Collins

418 Highways Safety Improvements

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) requesting that consideration be given to the new Highways Improvement Policy for the prioritisation and implementation of Highways Improvement Schemes.

Resolved:

1. That the new Highway Improvements Policy for the prioritisation and implementation of Highways Improvement Schemes, be approved.

2. That authority be delegated to the Director of Highways to deliver the policy in accordance with the agreed implementation plans for the various service area assets/issues.

Reasons for decision:

To adopt a new Highway Improvements Policy that provides a programme based on the highest scoring priorities boroughwide, within the resources available. All requests would be assessed against the scoring matrix and the resulting priority score used as a basis for setting an annual forward programme.

Other options:

The Council could allocate each Ward an equitable budget (excluding any available s106 funds within their area) so that each Ward has the opportunity to select a maximum number of proposals each year, to this value, subject to scoring the proposals using the agreed priority scoring matrix. This option would result in long lists of schemes that are progressed irrespective of the estimated cost, making resource plans and forward programmes difficult.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Woodley

419 Conservation Area Appraisals

The Cabinet considered a report of the Interim Executive Director (Growth and Housing) presenting the Conservation Area Appraisals produced by independent heritage experts, Purcell, for seven of the Borough's fourteen existing Conservation Areas, following recent public consultation.

Resolved:

That the updated and new Conservation Area Appraisal documents, set out at Appendices 1 to 7 of the submitted report, for the established Conservation Areas at Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal and Warrior Square, be adopted.

Reason for decision:

The Conservation Area Appraisals produced provide up to date evidence on each Conservation Area and provide a new management plan to help guide appropriate and sympathetic change within the area and highlight opportunities to enhance the character and appearance of these important heritage areas.

Other options:

Not to adopt the Conservation Area Appraisals for Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal and Warrior Square. However, this would mean that each of these Conservation Areas does not have an up-to-date Appraisal and Management Plan in place.

Note: This is an Executive Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

420 Electric Vehicle Charging Supplementary Planning Document

The Cabinet considered a report of the Interim Executive Director (Growth and Housing) presenting the feedback from the public consultation on a draft Supplementary Planning Document (SPD) for Electric Vehicles Charging Infrastructure Requirements in New Developments.

Resolved:

1. That the feedback from the public consultation set out in the submitted report and the summary table attached at appendix 1, be noted.
2. That the Electric Vehicles Charging Infrastructure Requirements in New Development Supplementary Planning Document (SPD) to guide the new developments and development management decisions (attached at Appendix 2 to the report), be adopted.
3. That the Interim Policy Guidance for Electric Vehicles Charging Infrastructure Requirements in New Developments, attached at Appendix 3 to the report, be deleted upon formal adoption of the Electric Vehicles Charging Infrastructure Requirements in the New Development Supplementary Planning Document (SPD).

Reasons for decision:

To ensure the timely roll out of EV charging infrastructure to keep pace with new development in the Borough. Future proofing new development through the provision of EV charging points and passive provision of cabling will avoid expensive retrofitting to adapt for the use of electric vehicles as EV use becomes more widespread as is expected.

Other Options:

The Council has set an ambitious target to be carbon zero by 2030. The SPD sets out a clear approach to boosting the provision of charging infrastructure for electric vehicles in the Borough as new development comes forward. A failure to act now would result in such infrastructure coming forward at a much slower pace. Not having an adopted SPD in place for electric charging points would also risk the Council incurring costs in attempting to defend refusals of planning permission based on an outdated policy framework and related evidence base.

Note: This is an Executive Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

421 Gambling Act Licensing Policy

The Cabinet considered a report of the Executive Director (Neighbourhoods and Environment) presenting the outcome of the formal consultation process in respect of the Gambling Licensing policy and a proposed final statement for the purposes of the Gambling Act 2005.

Recommended:

That the Statement of Gambling Licensing Policy, set out Appendix 1 to the submitted report, be approved. ||

Reasons for Recommendation:

To comply with the statutory duty under Section 349 of The Gambling Act 2005.

Other Options:

None.

Note: This is a Council Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Terry

422 Southend Theatres Contract Review

The Cabinet considered a report of the Executive Director (Adults and Communities) drawing attention to the need for major capital investment in the Cliffs Pavilion and providing an update on the outcome of the recent successful Levelling Up Fund announcement, of which the Cliffs Pavillion was an element of that bid.

Resolved:

1. That the impact of the proposed project on the Council's Medium Term Financial Plan, be noted.
2. That it be noted that the capital investment will be financed by a mixture of a contribution from HQ Theatres, external funding via the Levelling Up Fund and borrowing.
3. That the change from service contract to land transaction (lease) between SBC and HQ Theatres with an appropriate redistribution of liabilities and returns, be approved.
4. That authority for the financial and contractual negotiations between SBC and HQ theatres be delegated to the Council's S.151 Officer (Executive Director Finance and Resources) in consultation with the Cabinet Member for Environment, Culture Tourism and Planning, ensuring that they deliver best value yet ensure timely approvals for project delivery.

Recommended:

5. That in the light of the financial position, the proposed investment of £8.3M into the Cliffs Pavilion be approved in principle, subject to a viable business case being agreed by the Council's Investment Board and a new lease agreement with HQ Theatres.

Reasons for decisions:

1. To maximise the venue's economic impact, increase jobs and spend and enhance the visitor's experience and dwell time in the Theatre.
2. The refurbishment and investment for the Theatre will help to ensure its future, protecting it from failure and reputational and financial damage to the Council.
3. The Theatre is the Council's asset, and a significant asset to the community. The Council would be liable for significant losses to HQ Theatres if the building were to close or fail to operate.
4. The Theatre is in need of substantial and continued capital investment and the option to do nothing would result in depreciation of a key Council asset.

Other Options:

The Council could continue to maintain capital works at the Theatre without making significant change to the offer. This is not recommended as consumer expectations have changed and whilst major maintenance has been done, the Cliffs has not had any major refurbishment/changes for c.28 years. The offer is very tired and could lead to failures and multiple lost opportunities.

Note: This is an Executive Function save that the recommendation in 5 above constitutes a Council Function.

Eligible for call-in to: Place Scrutiny Committee

Cabinet Member: Cllr Mulroney

423 Treasury Management Report - Mid Year 2021/22

The Cabinet considered a report of the Deputy Chief Executive and Executive Director (Finance and Resources) presenting the Mid-Year Treasury Management Report covering the treasury management activity and compliance with the treasury management strategy for both quarter two and the period from April to September 2021.

Resolved:

1. That the Treasury Management Mid-Year Position report for 2021/22, be approved.

2. That the benchmark against which in-house investment performance is measured be changed from 7-day LIBID to SONIA, with effect from 1 January 2022.

3. That it be noted that the treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to September 2021.

4. That it be noted that the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.

5. That it be noted that £0.759m of interest and income distributions for all investments were earned during this six-month period at an average rate of 0.99%. This is 1.07% over the average 7-day LIBID (London Interbank Bid Rate) and 0.89% over the average bank rate. Also, the value of the externally managed funds increased by a net of £1.685m due to changes in the unit price, giving a combined overall return of 3.17%.

6. That it be noted that the level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained at £310.3m (Housing Revenue Account (HRA): £75.0m, General Fund: £235.3m) during the period from April to September 2021.

7. That it be noted that the level of financing for 'invest to save' schemes decreased from £8.53m to £8.46m during the period from April to September 2021.

Reasons for Decisions:

The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2021/22 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

Other Options:

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

Note: This is an Executive Function

Eligible for call-in to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Collins

424 Annual Report - Comments, Complaints and Compliments 2020/21

The Cabinet considered a report of the Executive Director (Legal and Democratic Services) providing performance information about comments, complaints and compliments received across the Council for 2020/21.

Resolved:

1, That the Council's performance in respect of comments, complaints, and compliments and Ombudsman investigations for 2020/21, be noted.

2. That the matter be referred to all three Scrutiny Committees (Sections 4 and 5 of the submitted report referred to the People Scrutiny Committee only).

Reason for Decisions:

To ensure the Council continues to have transparent and effective complaint procedures.

Other Options:

None.

The reporting of general complaint performance is required by the Local Government and Social Care Ombudsman as demonstration of good practice. Reporting concerning social care complaints and Ombudsman decisions is required by law.

Note: This is an Executive Function

Referred direct to: All three Scrutiny Committees (save that Sections 4 and 5 of the report are matters only for People Scrutiny Committee).

Cabinet Members: Cllr Collins (overarching), Cllr Nevin (Section 4) and Cllr Burton (Section 5).

425 Annual Safeguarding Report

The Cabinet considered a joint report of the Executive Directors (Adult and Communities and Children and Public Health) presenting the Annual Report from the Southend Strategic Safeguarding Partnership (SSSP) on the annual assurance assessment for the Council in respect of its responsibilities for safeguarding children and adults in Southend.

Resolved:

That the Annual Report from the Southend Strategic Safeguarding Partnership (SSSP), be noted.

Reasons for decision:

To keep the Council informed of the position in respect of safeguarding children and adults in Southend. Section 43 of the Care Act 2014 and section 41 of the statutory guidance in Working Together to Safeguard Children 2018 (WT 2018) document, together require the Southend Safeguarding Partnership to produce and to publish an annual report.

Other Options:

None

Note: This is an Executive Function

Called-in to: People Scrutiny Committee

Cabinet Members: Cllr Burton and Cllr Nevin

426 Information, Advice and Guidance Procurement

The Cabinet considered a report of the Executive Director (Adults and Communities) presenting the procurement options for an Information, Advice and Guidance service that was not on the procurement plan for 2022/23.

Resolved:

That the procurement of an Information Advice and Guidance service for 1st April 2022 for £250,000 per annum, with a contract term of five years, with an option to extend the contract a further 5 years, be approved.

Reasons for decision:

The Council has a statutory duty to ensure effective Information, Advice and Guidance (IAG) is available to residents. The local authority must ensure that IAG services established cover more than just basic information about care and support and cover the wide range of care and support related areas including prevention of care and support needs, finances, health, housing, employment, what to do in cases of abuse or neglect of an adult and other areas where required.

Other Options:

None.

The Council would not be meeting its statutory obligations as a local authority without an effective Information, Advice and Guidance offer.

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Cabinet Member: Cllr Nevin

427 Minutes of the Environment, Culture, Tourism and Planning Working Party held Thursday 29th July 2021

The Cabinet considered the recommendations of the Environment, Culture, Tourism and Planning Working Party held on 29th July 2021 concerning requests for buildings/structures to be added to the local list.

Resolved:

That the recommendations of the Environment, Culture, Tourism and Planning Working Party concerning the requests for local listing set out below, be approved:

1. That the Parade of shops at 248-260 London Road, Westcliff-on-Sea be designated as a Locally Listed Building/Structure.
2. That the terrace of outbuildings/garages to the rear of 593-647 Southchurch Road and 555 London Road, not be designated as Locally Listed Buildings/Structures.

Reasons for decision:

To respond to the recommendations from the Environment, Culture, Tourism and Planning Working concerning the designation of buildings/structures for the local list.

Other options:

None

Note: This is an Executive Function
Eligible for call-in to: Place Scrutiny Committee
Cabinet Member: Cllr Mulroney

428 Minutes of the Transport, Asset Management and Inward Investment Working Party held Thursday 23 September 2021

The Cabinet considered the recommendations of the Transport, Asset Management and Inward Investment Working Party held on 23rd September 2021 concerning the Notices of Motion referred to the Working Party.

Resolved:

That the recommendations of the Transport, Asset Management and Inward Investment Working Party concerning the Notices of Motion set out below, be approved:

1. Kursaal Comeback

(a) That the Notice of Motion, be noted.

(b) That the lease not be reacquired until such time as the costs and liabilities associated with the Kursaal have been fully assessed and the options for intervention can be considered. This needs to be assessed against the Council's wider budget position recognizing the ambition to see the Kursaal reopen to the public, in a way that both preserves its rich heritage and delivers the best option for local taxpayers and maintains financial sustainability for the Council.

(c) That officers work with Concrete Culture to explore the ideas sourced from Southend residents and look at ways to evolve and realise Concrete Culture's vision for the Kursaal through a financially viable and self-sustaining operating model, which has been co-created and produced with Southend residents and with appropriate external funding input to create and operate any sustainable model.

(d) That officers explore potential funding options, for all interested parties, including the Levelling Up Fund (Round 2) and the Community Ownership Fund, which may help to secure a strong and lasting future for the Kursaal as an important part of Southend's identity.

(e) That officers continue the dialogue with the leaseholders, particularly in relation to their plans, potential occupiers, the condition of the building and compliance with the lease terms.

2. Wildflower Verges

(a) That the motion relating to the environmentally sound management of roadside verges, be noted.

(b) That the continued naturalisation of highways verges in locations identified by officers in consultation with relevant portfolio holders and ward councillors, that meet the requirements of both highways' operational maintenance and environmental considerations, be supported.

(c) That awareness raising and understanding of the benefits of naturalised grass areas be promoted.

(d) That alternative options around the use of glyphosate-based herbicides be developed and reported to Cabinet at a later date.

3. North South Public Transport Service

(a) That the Notice of Motion, be noted.

(b) That officers continue to establish a list of schemes suggested during the BSIP consultation and activities, and to then assess schemes to be brought forward for further analysis.

4. Government Levelling Up Fund

(a). That the Notice of Motion be noted.

(b). That it be noted that whilst the aspirations in the Notice of Motion are supported, alternative funding would be required.

5. Traffic Emissions Reduction in Southend

That it be noted that consideration of the Notice of Motion regarding traffic emissions was deferred to a future meeting of the Working Party, once the new Head of Sustainability was in post.

Reasons for decision:

To respond to the recommendations from the Working Party in relation to the Notices of Motion.

Other options:

None

Note: This is an Executive Function

Eligible for call-in to:

Place Scrutiny Committee (Item 2 – Wildflower Verges, Item 3 – North-South Public Transport Services and Item 5 – Traffic Emissions Reduction in Southend)

Policy and Resources Scrutiny Committee (Item 1 – Kursaal Comeback and Item 4 – Government Levelling Up Fund)

Cabinet Member: Cllr Woodley / Cllr Gilbert as appropriate to the item

429 **SO46 Report**

Resolved:

That the submitted report, be noted.

Note: This is an Executive Function

Called-in to: Place Scrutiny Committee and Policy and Resources Scrutiny Committee

Cabinet Member: as appropriate to the item

Chair: _____

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Monday, 6th December, 2021

Place: Council Chamber - Civic Suite

Present: Councillor I Gilbert (Chair)
Councillors R Woodley (Vice-Chair), P Collins, A Jones, C Mulroney
and M Terry

In Attendance: Councillor K Evans
A Lewis, A Richards, E Cooney, G Gilbert, A Grant and T Row

Start/End Time: 2.00 pm - 2.06 pm

516 Apologies for Absence

Apologies for absence were received from Councillors Burton and Nevin.

517 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillor Jones - Minutes 519 (Porters Place LLP Final RMA Proposals) and 520 (Minutes of the meeting of the Shareholder Board) – Non-pecuniary interest: member of Development Control Committee;

(b) Councillor Mulroney - Minutes 519 (Porters Place LLP Final RMA Proposals) and 520 (Minutes of the meeting of the Shareholder Board) – Non-pecuniary interest: member of Development Control Committee; and

(c) Mr A Lewis and Mr A Richards - Minutes 519 (Porters Place LLP Final RMA Proposals) and 520 (Minutes of the meeting of the Shareholder Board) – Non-pecuniary interest: Council appointed representatives on the Porters Place LLP Board.

518 Porters Place LLP End of Year Accounts

This item was withdrawn from the Agenda.

519 Porters Place LLP Final RMA Proposals

The Cabinet received a report of the Director of Regeneration and Growth which:-

(i) provided an update on progress of the Better Queensway project. The report specifically dealt with the submission of the Final Proposals for the Better Queensway project which relates to the first Reserved Matters Planning Application Phase 1A ("RMA")², a copy of which were attached to the submitted report at Appendix 1;

(ii) sought approval of a request from the Porters Place LLP to extend the budget period to enable the LLP to continue operation until the new budget and revised Business Plan are signed off early next year; and

(iii) provided an update on the progress of the delegations carried out this calendar year.

The matter had been considered by the Shareholder Board at its meeting held on 6th December 2021 and the recommendations from the Board were before the Cabinet for consideration.

520 Minutes of the meeting of the Shareholder Board held on Monday 6th December 2021

The Cabinet received the Minutes of the meeting of the Shareholder Board that had taken place earlier in the morning, in respect of the report referred to in Minute 519 above.

The Cabinet took the opportunity to express its thanks and appreciation to the Project Team for keeping the scheme on track during such testing times.

Resolved:-

That the Minutes of the meeting of the Shareholder Board held on Monday 6th December 2021 be noted and the recommendations set out below, be approved:

1. That the Final Proposals (Phase 1A Reserved Matters Application) submitted by the LLP be approved, subject to the submission of a budget and viability assessment, which will accompany the revised Business Plan and budget for approval by the Council as Shareholder by March 2022. Should the new appraisal prove not to be viable, the LLP will be required to cease work on this RMA whether it has been granted planning consent or not.
2. That the LLP Quarterly update set out at Appendix 2 to the submitted report, be noted.
3. That the extension of the LLP budget period, as set out in Section 3.2 of the report, be approved.
4. That the delegations exercised this calendar year, as set out in Section 3.3 of the report, be noted.

Reasons for Decision

As set out in the submitted report

Other Options

As set out in the submitted report

Note: This is an Executive function

Cabinet Member(s): Councillors Gilbert and Woodley

***Referred direct to: Place Scrutiny Committee**

Chair: _____

Southend-on-Sea Borough Council

Report of Executive Director (Finance & Resources)

To

Cabinet

On

13th January 2022

Report prepared by:

Pete Bates, Interim Director of Financial Services

Caroline Fozzard, Senior Finance Lead (Strategy,
Sustainability and Governance)

Agenda
Item No.

Resourcing Better Outcomes - Financial Performance Report 2021/22 – Period 8

Policy and Resources Scrutiny Committee

Cabinet Members: Councillor Ian Gilbert and Councillor Paul Collins

Part 1 (Public Agenda Item)

1 Purpose of Report

The Resourcing Better Outcomes financial performance report is a key tool in scrutinising the Council's financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the Council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives, managing its resources appropriately and to take reasonable mitigation to try to deliver a balanced position by the end of the year.

2 Recommendations

That, in respect of the 2021/22 Revenue Budget Performance as set out in appendix 1 to this report, Cabinet:

2.1 Note the forecast outturn for the General Fund and the Housing Revenue Account as at November 2021 and the intention to defer the previously approved use of £2.5M from Reserves to support the 2021/22 budget.

That, in respect of the 2021/22 Capital Budget Performance as set out in appendix 2 of this report, Cabinet:

2.2 Note the expenditure to date and the forecast outturn as at November 2021 and its financing.

2.3 Approve the requested changes to the capital investment programme for 2021/22 and future years, as set out in section 4 of appendix 2.

3 Unprecedented Level of Uncertainty

Some commentators have described the last couple of years as potentially one of the most volatile and unpredictable periods in recent history. Clearly Brexit considerations initially and then the response and impact of the pandemic have caused huge disruption and concern to everyday life. Public health worries and economic impacts, together with levels of Government borrowing never seen before in peace time years have all contributed to huge extra fiscal challenges for the country. This context has created additional pressure and uncertainty locally and made effective financial and service planning for Southend-on-Sea challenging.

COVID-19 Recovery and Implications

- 3.1 The overall health and economic impact of COVID-19 is still under assessment. The challenge is clearly worldwide, and national governments continue to wrestle with putting in place the right package of measures to save lives and to try to minimise the spread of the virus and its impact across the population. Countries have adopted different strategies and tactics to safely get their respective economies working again. These challenges have been exacerbated recently with the world-wide concern over the potential impact of the new mutant variant - Omicron.
- 3.2 The pandemic continues to have a major direct operational and financial impact right across the Local Government Sector. All local authorities are struggling with the challenges of uncertainty, large financial pressures and concerns for their residents and local areas in such unprecedented times. Several local authorities are showing signs of significant additional financial stress. Most of the demand and financial pressures highlighted in this report are still inextricably linked directly or indirectly to COVID-19.
- 3.3 Effectively managing the short and medium-term financial challenges that COVID-19 has brought to the Borough will be an important factor in our future success. This report will focus on providing some detail and commentary of the financial variances at a portfolio level that are currently forecast for 2021/22. It should be noted that these estimates have been based on the best information we currently have available. We still have one third of the financial year remaining and some spending patterns and service demands remain volatile.
- 3.4 One of our other major areas of concern is the potential impact on service demand 'post COVID-19' or 'living with COVID-19' in the future. This could manifest itself in many ways from increased demand and support because of long COVID-19 symptoms or increased demands on services due to family tensions and breakdown, residents experiencing additional stress and mental wellbeing needs or changing employment issues. The Council and its partners will continue to monitor the situation locally.

- 3.5 The Government has provided a varied range of different financial support mechanisms for the Local Government Sector over the last 18 months. These have been designed to help to support the local management of the pandemic and alleviate some of the financial impact of COVID-19. A huge concern is once this temporary support has been withdrawn then what will be the impact on the Council and local area.
- 3.6 A good example is the Control Outbreak Management Fund (COMF) specific grant that was announced in 2020/21 and has continued into 2021/22. Confirmation has been received that any remaining uncommitted funding at the end of this financial year can be carried over into 2022/23. Authorities are also enquiring if any additional future funding will be available. The Council is deploying this resource locally against the strict eligibility criteria that was set by the Government for its use. Headlines of some of the initiatives that this grant has been used for is summarised below.
- Communicable Disease Consultant providing clinical advice and guidance
 - Contact Tracing service to manage higher risk areas, plus digital outreach
 - Communications and social marketing to enhance COVID-19 awareness
 - Community support capacity for those who may need to isolate
 - Some supplementary redeployment of skilled staff locally
 - Compliance and enforcement such as additional COVID-19 Ambassadors
- 3.7 The second quarter of the financial year witnessed the start of a global supply chain crisis in what some economists described as “a perfect storm”. All three elements of the supply chain were impacted: supply side, transport, and labour. Another concern has been the increase in energy costs, with wholesale gas prices across the world rising by more than 250% since January 2021. This has affected around 15 million households who have seen their energy bills rise by 12%. This is because the energy price cap has risen, and according to Ofgem it will go up again in April 2022, this increases the maximum price suppliers can charge domestic customers.
- 3.8 It is clear that there are still significant inflationary pressures ‘in the system’ with some commentators now predicting that general inflation could reach 6% in 2022. This will directly impact all public services, local businesses and residents, putting more pressure on Local Authority budgets and household incomes.

Comprehensive Spending Review

- 3.9 The Local Government Sector was hoping for a 3-year financial settlement from the Comprehensive Spending Review for 2022/23 - 2024/25 to at least try to provide some certainty for future financial planning parameters. The provisional finance settlement was published on 16th December 2021 and disappointingly it was effectively for 1 year only, with major reform planned which potentially could result in a significant re-distribution of resources across Local Authority areas for years 2 and 3.

- 3.10 The Council remains in a relatively strong financial position for 2021/22 but the size of the financial challenge for the future was already estimated to be significant. The added uncertainty caused by the provisional finance settlement and the potential impact for 'winners and losers' of the reform intentions adds even greater uncertainty to the local financial planning challenge. The 'Draft Prioritising Resources to Deliver Better Outcomes – 2022/23 to 2026/27' report on this Cabinet agenda will provide an insight into the potential local implications and future risks associated with this national 'levelling up' strategy.
- 3.11 The Council's strategy will be to continue to aim to achieve financial sustainability by growing local income sources and relying less on grant support from Central Government in the future. The Council will continue to work collaboratively with its partners, increase its focus on the delivery or joint commissioning of services in a targeted way to ensure that those in most need and who will receive the greatest benefit are the recipients of services. It is vital that we learn from our COVID-19 experience and tailor our services and working practices accordingly.

4 Revenue – General fund

- 4.1 In February 2021, the Council approved a General Fund Revenue Budget requirement for 2021/22 of £136.290M. This report provides details of the current projected outturn position for 2021/22 based on information as at the end of November 2021 (Period 8). In headline terms Council Corporate Budgets and Service Portfolios are currently forecasting a gross overspend of £4.945M for 2021/22, an improvement from the £8.305M overspend, that was reported at Period 6. This represents a forecast overspending of around 1.5% of the gross expenditure budget. This updated estimated position is inextricably linked to the extra demands and costs incurred by the Council due to the impact of the pandemic. In recognition of these circumstances additional financial support has been provided from the Government for COVID-19 in terms of one-off additional grant and compensation for loss of income of around £6.087M. This reduces the net forecast overspend for 2021/22 at this stage of the year to £1.358M.
- 4.2 Although the actual level of COVID-19 Grant support may still vary as reconciliations and compliance returns are submitted and validated with various Government Departments, we are currently not expecting to receive any major new financial support for COVID-19 in 2021/22. This assumption is predicated on the continuing success of the national vaccination and booster programmes. This assumes that no further restrictions or additional local burdens are imposed that would have a direct financial impact on the Council. With the recent outbreak of Omicron and the added uncertainty this brings - the situation will continue to be closely monitored throughout the remainder of the financial year. Any new funding announcements or any forced changes to local service arrangements and the corresponding financial impact will be summarised within the Provisional Outturn report scheduled to be considered by Cabinet in June 2022.

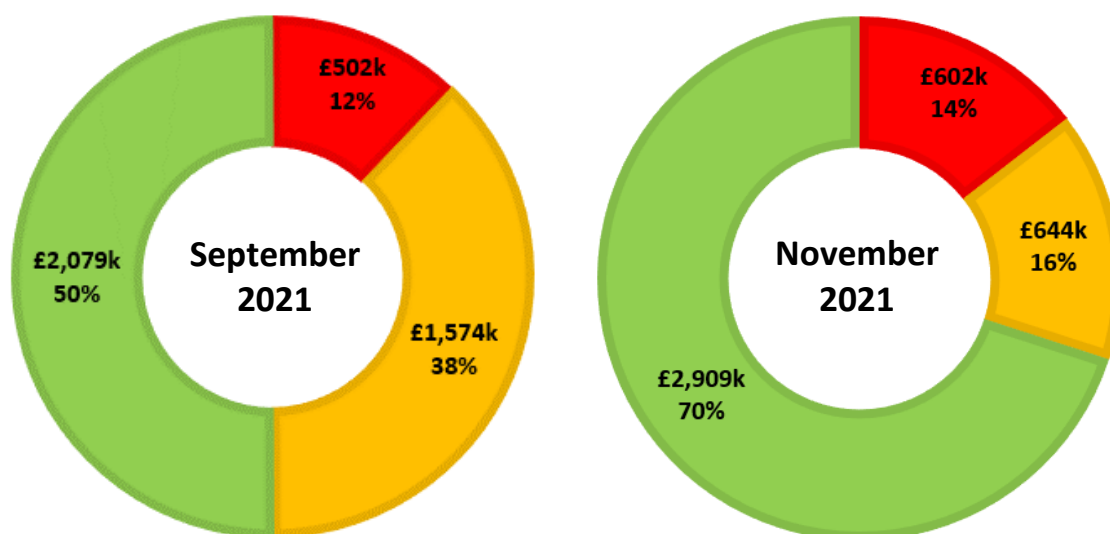
- 4.3 The Council is trying to deal with many of the same uncertainties and financial challenges that all other upper tier authorities right across the country are experiencing. It is still difficult to untangle and isolate specific demand and cost pressures that exist across the Authority due to the impact of COVID-19. It is possible that part of the current financial challenge is a continuation of some of the service pressures that were prevalent and first highlighted back in 2019/20. This possibility should have been minimised and reduced by the extra investment that was approved for key services as part of the budget setting processes for 2020/21 and 2021/22.
- 4.4 The Government announced a 1.25% increase in both Employer and Employee National Insurance (NI) contributions with effect from 1st April 2022, to provide more funding for Health and Social Care. In September 2021 HM Government published its Building Back Better: Our Plan for Health and Social Care report. In this it says, "We expect demographic and unit cost pressures will be met through Council Tax, social care precept, and long-term efficiencies." It has now been confirmed that the Council will receive additional support for 2022/23 but a significant proportion of that increased funding is for 1 year only and could change for 2023/24 onwards.
- 4.5 The Chancellor had previously announced his expectation that generally national public sector pay (except for the NHS) would be frozen for 2021/22. This has proved not to be the case and negotiations over a 'cost of living' rise for the Local Government Sector are currently still ongoing. The employer's negotiating body on behalf of local government have made a 'final pay rise offer' of 1.75% for 2021/22. At the time of writing this report members of the trade unions had voted against this 'offer' and the trade unions are still consulting on potential industrial action.
- 4.6 As part of its approved budget setting arrangements the Council did make provision in an earmarked reserve for the circa £1.3M this pay settlement is estimated to cost. If the final pay rise is agreed at this level, then this amount can be accommodated in 2021/22. It must be highlighted though that this settlement is still under negotiation. When final agreement is reached it will also create a permanent pressure of equivalent value in the Council's revenue base budget from 2022/23 onwards.
- 4.7 Given the level of financial uncertainty over the medium term the Council has continued to work hard to try to reduce the financial pressures highlighted in this and previous financial monitoring reports to deliver a balanced outturn by the end of the year. Members will recall that when the Council set its 2021/22 budget in February 2021 it approved that £2.5m of reserves would be used to support the Council's spending plans for the year. The possibility of deferring the use of reserves for this purpose was highlighted in the Period 6 monitoring report, and it is now confirmed that the Council's intention at this stage is to NOT apply the £2.5M in 2021/22. This strategy provides some flexibility for financial planning considerations for 2022/23 onwards and is now reflected in the draft budget report elsewhere on this agenda.

- 4.8 To achieve the deferral of the originally planned £2.5M use of reserves a combination of measures have been implemented. These include, maximising the eligible use of Government Support, focus on essential spending only, mitigate pressures where possible and targeted use of the Council's revenue contingency. Within this report £1.4M of contingency has now been applied and circa £1M remains uncommitted. The Council is also in receipt of Government funding that has not yet been distributed to fund eligible activities within services to control and manage the impact of the pandemic. Based upon the most up to date information available then a balanced outturn for 2021/22 is now a realistic outcome. Obviously given the unprecedented circumstances that the Council is operating in, the situation will continue to be rigorously monitored for the remainder of the financial year. The approved budget did also include a one-off £2.5M earmarked support for Children's Services which has not yet been released or included in the forecast outturn assessment at this stage of the year.
- 4.9 The Council's new 'Getting to Know Your Business' programme continues to be embedded. This programme helped to establish a baseline for all services in terms of their costs, income generation potential, value for money and performance. This data will highlight key lines of enquiry where benchmarking may suggest that either our costs or income levels are above or below average. This will lead to potential changes in operation or highlight areas for Cabinet to consider a review of existing policies.
- 4.10 Services will continue to develop further recovery and mitigation plans to try to improve the current forecast financial situation but more critically prepare for the significant future financial challenge. Adult Social Care is exploring innovative 'strengths based' initiatives to improve outcomes, residents maintaining their independence and VFM. All services are being challenged to try to improve efficiency and productivity to ensure that the resourcing of better outcomes for our residents are achieved at the best value for the local taxpayer.

Status of Approved Budget Savings and Income Generation Initiatives

- 4.11 It is vital that the range of budget savings and income generation initiatives that were approved as part of the setting of the 2021/22 budget, totalling £4.155M are delivered or alternative options are considered. The ongoing operational challenges caused by COVID-19 and managing the implications of the pandemic locally has had an impact on the delivery of some of the approved proposals. An overall assessment of progress based on the likelihood of delivery is summarised in the following graphic. Each initiative is being regularly monitored by the Corporate Management Team and the likelihood of successful delivery of the targeted value rated as either Red (High Risk), Amber (Medium Risk) or Green (Very Low Risk).

- 4.12 Overall levels of confidence for delivery of the approved savings programme in September 2021 (Period 6) and November 2021 (Period 8) are shown in the doughnut charts below.



- 4.13 The proposals that are currently rated as highest risk are summarised in the following table. The major saving area is linked to ICT enabling additional organisational capability and productivity. Progress against the ICT SMART Programme has been severely disrupted due to COVID-19 and the need to prioritise the continuation and resilience of remote safe working. It is expected that the saving target will be delayed. The delay in fully implementing the planned redesign of the Council's Business Support Function has now been reclassified as a high risk (Approved Saving was £500k). A final status update will be provided in the 2021/22 Provisional Outturn Report to Cabinet in June 2022.

CS02	Saving	ICT: Smart programme	320	R
FW10	Saving	Business Support Function Service Redesign	200	R
FW04	Saving	Rent Deposit Loans Scheme review	40	R
FW05	Saving	Single Property Visits: Council Tax & Planning	40	R
PJ01	Income	Contactless donation points within Parks	2	R

- 4.14 Despite the clear and obvious financial challenges and uncertainty highlighted in this report the Council remains in a much stronger and financially resilient position than many other Local Authorities. We clearly cannot be complacent and there will undoubtedly be some very tough choices and decisions to make as part of the Council's budget development for 2022/23 and Medium Term Financial Strategy. In this context it was pleasing to see that Southend-on-Sea Borough Council was ranked in the upper quartile (13th out of 56) of all Unitary Authorities across the country in CIPFA's independent Financial Resilience Index which was published in February 2021.

Transport, Asset Management & Inward Investment

- 4.15 A fundamental review of parking charges and operations was undertaken in 2020/21 to standardise and rationalise parking tariffs in similar locations across the Borough. An extensive review of permits was also undertaken, together with an agreement to trial the new Southend Pass.
- 4.16 As the country continued to operate under some level of COVID-19 related restrictions in the early part of the year, parking income along with most of the Council's income generating activities was impacted. The Council also proactively took a local decision to directly support car parking for NHS health and care workers by providing free parking permits until the end of July 2021. In recognition of the national impact on income, the Government extended the sales, fees and charges compensation scheme until the end of June 2021. Positively - in response to the relaxation of COVID-19 restrictions, the increase in 'staycations' this summer, along with an expanded programme of events in the town (in part due to the Welcome Back Fund), parking income has recovered considerably during the 2nd quarter of the financial year.
- 4.17 The improvement in car parking income experienced in Q2, against the backdrop of low activity in April and May has resulted in an overall estimated loss for the year against our approved budget of around £0.45M. This was partly offset by the Government's Sale, Fees and charges compensation scheme. The situation will be continuously monitored and with plans to extend the tourist season into the autumn / winter, together with a variety of additional events scheduled it was hoped that this forecast position may still improve as the year progresses. The unknown impact of the new mutant variant Omicron remains a major risk.

Adult Social Care & Health Integration

- 4.18 Adult Social Care & Health Services are reporting an improved position for 2021/22 as at Period 8. The main factors that have contributed to this improvement have been the confirmation of funding support to facilitate quicker discharges from hospital, other additional Government support and a reduction in demand for services from older people. This combination of factors has contributed to a forecast underspend of £0.503M on a net expenditure budget of circa £41M at this stage of the year, an improvement of circa £1.581M from Period 6. The ever-changing impact of the pandemic means that the situation remains volatile and will continue to be closely monitored for the rest of the financial year. There remains significant financial pressure for care and support services to people with mental health & learning disabilities aged 18-64.
- 4.19 The medium to longer term impact of COVID-19 on budgets and service demand remains uncertain as people impacted by this are potentially required to have support earlier and for longer than would have previously been the case.

- 4.20 Levels of service use amongst older people remains lower than was previously the case due to ongoing COVID-19 concerns, particularly in the use of residential and home care. This has reduced the budget pressure for 2021/22. Clearly the needs of this group of people have not gone away and cost pressures and demand are likely to return to their upward trend over the medium term.
- 4.21 National Hospital Discharge funding in support of COVID-19 pressures is now assured until 31st March 2022. This will fund costs incurred during the first 4 weeks post discharge and has enabled clients to be released from hospital earlier. This should help to sustain the current improved forecast financial position for 2021/22.

Children & Learning

- 4.22 As replicated in many upper tier authorities around the country Children & Learning Services remains a high spend pressure area. It is currently forecasting a net overspend of circa £2.430M, excluding the one-off £2.5M put aside to support the service as part of the approved 2021/22 budget. Although still a concern in headline terms this is a positive financial improvement from both 2019/20 and 2020/21. Most of this reported pressure is shown on Children Services and it must be noted that this forecast position does remain subject to further risk should external care placements increase further.
- 4.23 Looked After Children (LAC) numbers reached a peak in 2019/20, reduced through 2020/21 and now have a broadly sustained reduction in 2021/22. There were 291 LAC as at the end of November 2021. This reduction in LAC numbers is having a positive effect on improving previous and significant spend pressures. Whilst this spend reduction is positive, reliance on LAC external care placements (the most expensive type of provision) remains high as a proportion of overall LAC placements with 98 placements as at the end of November 2021, equivalent to 34% of all LAC placements. This is clearly the main cause of the spend pressure within Children Services. Work continues to re-build capacity for additional inhouse foster care placements with the aim of reducing these costs over time and improve outcomes for children in the care system.
- 4.24 The service is also anticipating additional funding pressures following requests from Government for local authorities to meet increased support for unaccompanied asylum seeker placements.
- 4.25 Additionally, there is funding pressure on leaving care accommodation placement costs and there are also increased costs related to COVID-19 resulting from both placement extensions and extra staffing to respond to the crisis.

Corporate Services & Performance Delivery

- 4.26 Approved budget proposals in relation to Council Tax and Business Rates income has increased costs on the service line but upon delivery this will have a higher positive impact and increase the net level of income collectable by reviewing all discounts and exemptions. This 'extra' income will be reported within the Council's funding line. Whilst e-billing is unavailable printing costs continue to be a cost pressure, together with card processing fees as the transition to payments on the website and other electronic methods increase. The net forecast overspend is currently estimated to be £0.210M.
- 4.27 The most significant forecast financial pressure is within ICT, at this stage of the year £0.795M overspend is predicted. This is due to a combination of reducing levels of external income generated, significant delays experienced in the delivery of planned savings due to the impact of COVID-19 and extra costs associated with maintaining safe, resilient, remote working capabilities.
- 4.28 Proactive vacancy management across several services within the finance and resources directorate is helping to reduce the total level of forecast overspend at this stage of the year.

Environment, Culture, Tourism & Planning

- 4.29 The shoreline has been subjected to several significant storms and as a result there has been a requirement for an increased level of remedial works to maintain key structures. Significant work is also underway to replace the groynes along the seafront.
- 4.30 Additional support has continued to be required to assess the Sustainable Drainage Systems (SuDS) impact of any relevant planning applications and specialist geotechnic expertise is required to assess the stability of the cliffs.
- 4.31 Culture, sport and tourism are currently reporting a forecast overspend of around £0.513M. COVID-19 has had a major impact across all income generating activities but the most significant has been on our leisure contractor (Fusion Lifestyle). It has been assumed that approval for the waiving of the management fee for 2021/22 will be agreed as recommended on a separate report elsewhere on this Cabinet agenda. This proposal is designed to assist in ensuring that our leisure centre provision remains open for visitors and residents. The loss of footfall has significantly impacted on their income generating capability.

Public Protection

- 4.32 Whilst many people continue to work from home and could do so for the foreseeable future in some way, there has been a significant increase in the volume of household waste which is being collected and disposed of. This has been even higher than during the early formal COVID-19 lockdown periods. As a waste disposal authority, the financial consequences of this significant increase in tonnage are borne by the Council. The situation is now forecast to improve from Period 6 but this remains a significant challenge for the Authority and it is vital that ideally less waste is generated by residents and/or recycling rates are improved locally.
- 4.33 This is a major challenge as Southend-on-Sea remains as one of only a handful of Authorities across the Country that continues to operate a weekly bin collection at significant extra cost.
- 4.34 Income received on the pier and foreshore in Quarter 1 was impacted by pandemic restrictions, although the extension of the sales, fees and charges compensation scheme up to the end of June 2021 will assist in recovering some of this loss. Income during the second quarter and to date has improved.

Budget Virements

- 4.35 All budget transfers (virements) over £250,000 between portfolios or between pay and non-pay budgets are considered and approved by Cabinet. These budget transfers have a net nil impact on the Council's overall budget. There are no budget transfers proposed for Cabinet approval this period.

5 Revenue – Housing Revenue Account

- 5.1 In February 2021, the Council approved a balanced 2021/22 Housing Revenue Account budget for 2020/21. This report details the projected outturn position for this year based on actual activity and financial performance as at the end of November 2021 (Period 8).
- 5.2 The forecast for the Housing Revenue Account (HRA) as at the end of November 2021 indicates that it will have a net surplus of (£119,000) in 2021/22, a positive variance of around (-0.5%) of gross operating expenditure.
- 5.3 This positive position is due to increased levels of rental income received (£488,000) because of a lower level of voids within the housing stock. This demonstrates good housing management practice. As the planned affordable homes acquisitions programme progresses through the year there is also an anticipated increase in the numbers of units within the housing stock that will further increase the HRA's rental income streams in the future. It must be noted that there remains a risk on the levels of rent arrears due to the impact of COVID-19 on tenant's income and their continuing ability to pay. This situation will be kept under constant review and work is ongoing with tenants to try and provide appropriate support and mitigate any impact.

- 5.4 Offsetting this additional income is an anticipated pressure of £369,000 on the HRA revenue repairs budget. This is due to a combination of increasing contractor costs, additional compliance requirements as well as works that were delayed from 2020/21 due to COVID-19 and the national lockdown.
- 5.5 It is currently anticipated that any surplus will be transferred to the HRA Capital Investment Reserve at the year-end for future planned investment into improving the housing stock.

6 Capital

- 6.1 Successful and timely delivery of the capital investment programme is a key part of achieving the Southend 2050 ambition and delivering priority outcomes. The investment contributes to the five main themes in the following way:
- 6.2 Pride and Joy – the key investment areas are the ongoing refurbishment and enhancement of Southend’s historic pleasure pier and the town’s cultural, and tourism offer, including parks, libraries, and theatres.
- 6.3 Safe and Well – the key investment areas are: the construction and acquisition of new council homes and the refurbishment of existing ones via the decent homes programme; social care with the building of a new care facility and day centre, Brook Meadows House, to provide high quality services for people with high and complex needs.
- 6.4 Active and Involved – the key investment area is the Cart and Wagon Shed for the coastal community team to use as part of their community interest company.
- 6.5 Opportunity and Prosperity – the key investment areas are the Airport Business Park to deliver benefits for both local businesses and local communities, creating thousands of job opportunities and attracting inward investment; the secondary schools expansion programme which is entering its fifth year and when completed will see an additional 1,100 permanent places for 11-16 year old pupils.
- 6.6 Connected and Smart – the key investment areas are the investment in the borough’s highways and transport network, including the improvements to the A127 Growth Corridor funded by the Local Growth Fund; investment in the Council’s ICT infrastructure and networks to enable and transform outcome focussed service delivery.
- 6.7 In March 2021 the Council agreed a capital investment programme budget for 2021/22 of £79.9M. The outturn for 2020/21 showed a final spend of £66.1M against a revised budget of £71.9M, an underspend of £5.8M. The proposed budget carry-forwards accelerated delivery requests and other budget re-profiles and amendments resulted in a revised budget for 2021/22 of £94.7M. It was clear that not all this programme was deliverable directly by the Council and so the programme was split so that the schemes to be delivered by South Essex Homes Limited and Porters Place Southend-on-Sea LLP are separately identified. This left a capital investment programme of £77.6M to be delivered by the Council at June Cabinet.

- 6.8 In line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting, priority projects were approved at the June Cabinet meeting for inclusion into the capital investment programme. This increased the 2021/22 budget deliverable by the Council to £77.8M.
- 6.9 The Council's capital investment programme plans are ambitious but capital resources are finite, both in terms of affordability and capacity to deliver. We need to ensure that investment is focussed on priorities and that priority projects have viable delivery plans. A MoSCoW review has been undertaken to re-assess and re-prioritise the capital investment programme. This enables prioritisation by categorising capital projects as 'must have', 'should have', 'could have' or 'will not have' (at this time). The results of this review were included in the Period 4 and Period 6 financial performance reports to September and November Cabinet respectively.
- 6.10 Capital challenge sessions have also been held with the Cabinet Member for Corporate Services and Performance Delivery. The first sessions were held in late September and early October and the results of these were included in the Period 6 financial performance report to November Cabinet.
- 6.11 As a result of the above there were further changes requested at both September and November Cabinets. At November Cabinet a 2021/22 budget of £70.9M was approved for schemes to be delivered by the Council and £14.2M for schemes to be delivered by subsidiary companies, partners, and joint ventures.
- 6.12 £68.2M of these budgets are identified as strategic schemes such as the Airport Business Park, Brook Meadows House, Footways and Carriageways Schemes and Highways Schemes funded by the Local Growth Fund and via the Local Transport Plan.
- 6.13 Follow up capital challenge sessions were held with the Cabinet Member for Corporate Services and Performance Delivery in early December and any resulting requested changes to the capital investment programme have been included in this report.
- 6.14 This has led to some schemes being deleted from the capital investment programme whilst others have been moved to the 'subject to viable business cases' section below the main programme. These schemes can be brought up into the main programme at the appropriate time in line with the approach where schemes can enter the programme during the financial year and not just annually at budget setting.
- 6.15 Just over 30% of the programme deliverable by the Council is financed by Government grants and external developer and other contributions and at the end of November over half of that had been received. The rest of the programme is funded by capital receipts, the use of reserves or by borrowing. Funding schemes by borrowing has a revenue consequence of approximately £70k for every £1M borrowed.

- 6.16 This report details the projected outturn position for 2021/22 based on information as at the end of November (period 8). The report includes details of progress in delivering the 2021/22 capital investment programme and in receiving external funding relating to that year.
- 6.17 Since the September (period 6) position was reported to November Cabinet, the Council has been successful in its Levelling Up Fund bid for visitor economy improvements, focussed on Leigh Port, the Cliffs Pavilion and wider seafront and town centre safety measures. As a result of the above and the follow up capital challenge sessions, this report includes any virements between schemes, re-profiles across years, new external funding, scheme deletions, proposed new schemes and additions and transfers to the 'subject to viable business case' section of the programme.
- 6.18 The progress of schemes for 2021/22 is detailed in sections 1 to 3 of Appendix 2 with Section 4 setting out the resulting requests to:

For schemes to be delivered by the Council:

- Carry forward £6,337,000 of 2021/22 scheme budgets into 2022/23, 2023/24, 2024/25 and 2025/26 and £879,000 of 2022/23 scheme budgets into 2023/24.
- Bring forward £2,500,000 of budget from 2022/23 into 2021/22.
- Add scheme budgets totalling £4,544,000 into 2021/22, £14,372,000 into 2022/23 and £2,050,000 into 2023/24, where new external funding has been received.
- Add scheme budgets totalling £146,000 into 2021/22, £1,398,000 into 2022/23, £775,000 into 2023/24 and £25,000 into 2024/25, for new schemes and additions to the capital investment programme.
- Remove £142,000 from 2021/22 for scheme budgets no longer required.
- Action virements of budget between approved schemes.
- Transfer £1,282,000 from the main Capital Investment Programme to the 'Subject to Viable Business Case' section.

For schemes to be delivered by Subsidiary Companies, Partners and Joint Ventures:

- Carry forward £2,285,000 of 2021/22 scheme budgets into 2022/23 and 2023/24.
 - Bring forward £923,000 of budget from 2022/23 into 2021/22.
- 6.19 As at the end of November the capital outturn for 2021/22 is currently estimated at £71,390,000 for schemes to be delivered by the Council and £12,860,000 for schemes to be delivered by subsidiary companies, partners and joint ventures.
- 6.20 The 2021/22 capital budget is part of the wider capital investment programme spanning several years. The following table below shows the revised programme if all the above requests are approved:

Programme to be delivered by the Council (GF and HRA):

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
At November Cabinet	70,852	50,322	18,508	10,108	6,919	156,709
Levelling Up Fund amendments*	4,275	15,110	3,705	25	0	23,115
Other amendments	(3,737)	1,537	830	102	39	(1,229)
Revised programme	71,390	66,969	23,043	10,235	6,958	178,595

* £880,000 of match funding from the Council's capital resources had already been included in the programme at an earlier Cabinet.

Programme to be delivered by Subsidiary Companies, partners and Joint Ventures:

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
At November Cabinet	14,222	21,549	15,559	9,598	3,250	64,178
Amendments	(1,362)	534	828	0	0	0
Revised programme	12,860	22,083	16,387	9,598	3,250	64,178

7 Other Options

- 7.1 The Council could choose to monitor its budgetary performance against an alternative timeframe, but it is considered that the current reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and to also formally manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Management Team (CMT) including the implementation of any necessary remedial actions.

8 Reasons for Recommendations

- 8.1 The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to members, senior officers, and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and the associated management action being implemented to address any identified issues.
- 8.2 It also informs decision making to ensure that the Council's priorities are delivered within the approved budget provision.

- 8.3 It is important that any adverse variances are addressed for the Council to remain within the approved budget provision or where this cannot be achieved by individual service management action, alternative proposals are developed, and solutions proposed which will address the financial impact. Members will have a key role in approving any actions if the alternative proposals represent significant changes to the service delivery arrangements originally approved by them.

9 Corporate Implications

9.1 Contribution to the Southend 2050 Road Map

The robustness of the Council's budget monitoring processes and the successful management of in-year spending pressures are key determinants in maintaining the Council's reputation for strong financial probity and effective stewardship. This approach also enables the Council to redirect and prioritise resources to ensure the delivery of agreed outcomes for the benefit of residents, local businesses, and visitors to Southend-on-Sea.

9.2 Financial Implications

As set out in the body of the report and accompanying appendices.

9.3 Legal Implications

The report provides financial performance information. It is good governance and sensible management practice for the Council to consider monitoring information in relation to plans and budgets that it has adopted.

Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of financial and other performance information is an important way in which that obligation can be fulfilled.

The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council is also required by section 28 of the Local Government Act 2003 to monitor its budget and take corrective action, as necessary. The Council's chief finance officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for effective budgetary control. To comply with these best practice arrangements, it is important that Cabinet receive information and comment accordingly on the performance of the revenue and capital budgets as set out in the report.

9.4 People Implications

None arising from this report

9.5 Property Implications

None arising from this report

9.6 Consultation

None arising from this report

9.7 Equalities and Diversity Implications

None arising from this report

9.8 Risk Assessment

Sound budget monitoring processes underpin the Council's ability to manage and mitigate the inherent financial risks associated with its budget, primarily caused by the volatility of service demand, market supply and price.

The primary mitigation lies with the expectation on CMT and Directors to continue to take all appropriate action to keep costs down and optimise income. Any adverse variances will require the development of remedial in year savings plans and appropriate spending reductions wherever possible. The ultimate back-stop mitigation would be to draw on reserves to rebalance the budget, but this will only be done at year end and will only be considered should all other in year measures fail.

With the likely scale of funding pressures and future resource reductions continuing, it is important that the Council holds a robust position on reserves and maintains the ability to deal positively with any issues that arise during this and future financial years.

9.9 Value for Money

The approved budget reflects the Council's drive to improve value for money and to deliver significant efficiencies in the way it operates. Monitoring the delivery of services within the budget helps to highlight areas of concern and to assist in the achievement of improved value for money.

9.10 Community Safety Implications

None arising from this report

9.11 Environmental Impact

None arising from this report

10 Background Papers

Approved 2021/22 Budget – Report to Council 25th February 2021

Medium Term Financial Strategy 2021/22 – 2025/26

11 Appendices

Appendix 1 Period 8 – November 2021 Revenue Budget Performance
2021/22

Appendix 2 Period 8 – November 2021 Capital Investment Programme
Performance 2021/22

Appendix 1

Budget Monitoring & Reporting 2021/2022

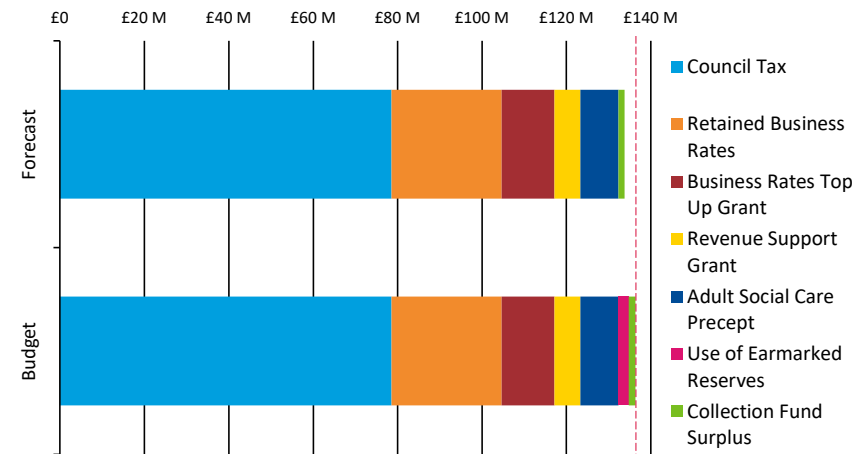
Period 08 - November 2021 Revenue Budget Performance



Summary

Last Reported Variance £M	Portfolio	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.105)	Leader: Economic Recovery & Regeneration	7.145	7.005	(0.140)
1.491	Deputy Leader: Transport, Asset Management & Inward Investment	0.767	2.080	1.313
1.078	Adult Social Care & Health Integration	41.704	41.201	(0.503)
2.459	Children and Learning	31.690	34.120	2.430
0.071	Communities & Housing	4.311	4.356	0.045
0.555	Corporate Services & Performance Delivery	18.369	18.928	0.559
0.919	Environment, Culture, Tourism & Planning	8.220	9.122	0.902
1.556	Public Protection	14.172	15.547	1.375
8.024		126.378	132.359	5.981
0.281	Corporate Budgets	19.650	18.614	(1.036)
8.305		146.028	150.973	4.945
0.000	Contribution to / (from) earmarked reserves	(3.223)	(3.223)	0.000
0.000	Revenue Contribution to Capital	1.409	1.409	0.000
(1.387)	COVID-19 Income Compensation	0.000	(1.387)	(1.387)
(4.700)	Non Service Specific Grants	(7.924)	(12.624)	(4.700)
2.218	TOTAL	136.290	135.148	(1.142)
0.000	Funding (including Collection Fund)	(133.790)	(133.790)	0.000
0.000	Planned contributions from reserves	(2.500)	0.000	2.500
2.218		0.000	1.358	1.358

Sources of funding (£s)



There is still a huge amount of uncertainty around the transition to a world with less restrictions as communities and local economies open up again. It is also expected that we will all have to get used to living with COVID-19 and the Council may have to manage the potential hidden longer term impacts on demand for services and support required for our local residents and businesses. These issues have been exacerbated recently with the world-wide concern over the potential impact of the new mutant variant - Omicron.

The Local Government Sector was hoping for a 3-year settlement from the Comprehensive Spending Review for 2022/23 - 2024/25. The provisional finance settlement was published on 16th December 2021 and disappointingly it was for 1 year only, with major reform planned which potentially could result in a significant re-distribution of resources across Local Authority areas for years 2 and 3. The draft budget on this Cabinet agenda will provide an insight into the potential local implications and future risks associated with this national 'levelling up' strategy.

The Council has continued to mitigate expenditure and demand pressures throughout the year in order to try to create as much financial flexibility as possible in these uncertain times. As shown in the table above the headline Corporate Budgets and Service Portfolios are currently forecasting a combined reduced estimated overspend of £4.945M as at Period 8. This includes a decision to release around £1.4M of corporate contingency. The commentary to explain other forecast variances for individual portfolios are summarised in the appropriate section within this Appendix. Local service delivery, planning and financial performance have continued to be impacted by COVID-19 throughout 2021/22.

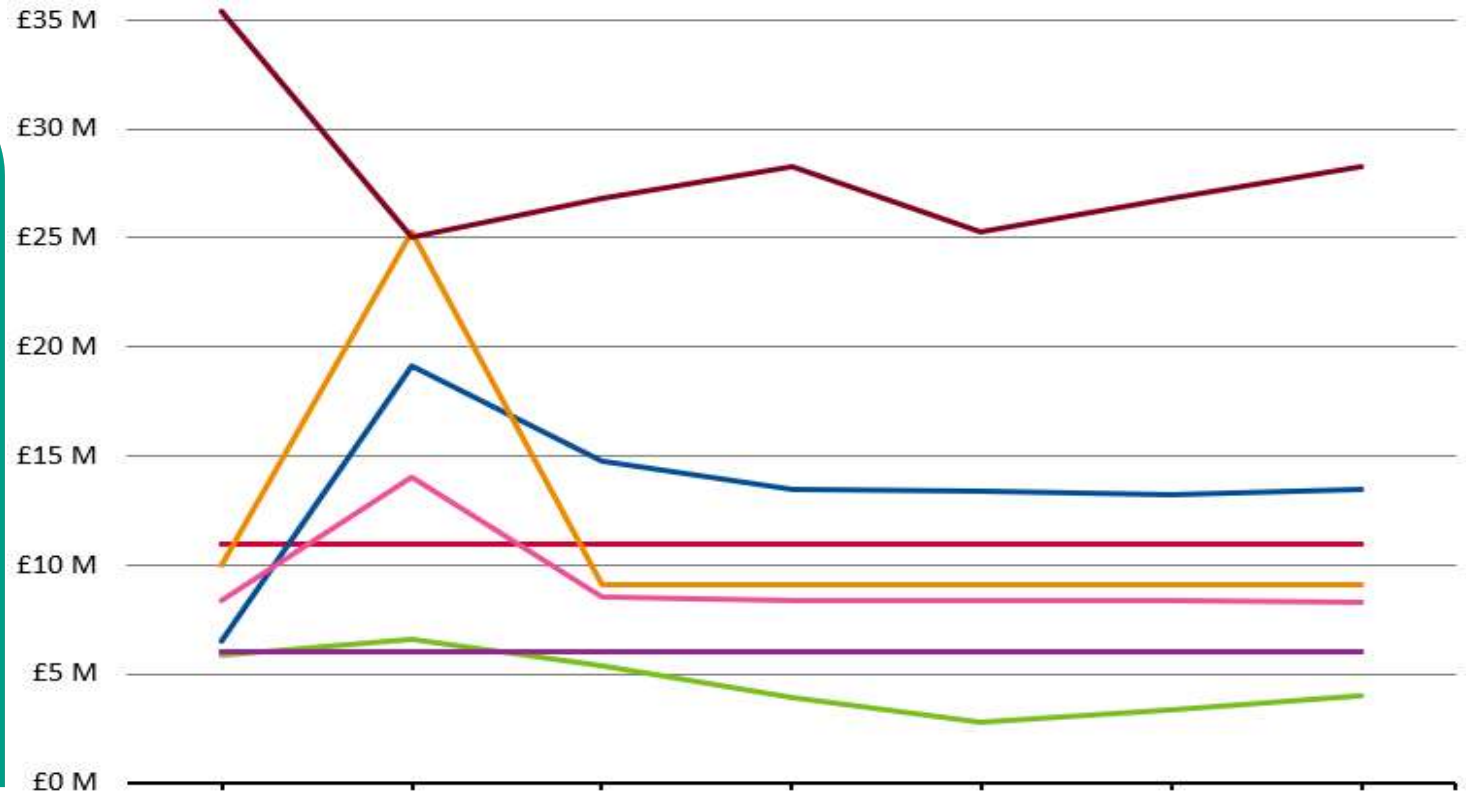
Due to the success of robust financial management during the year, the Council is now planning to defer the application of the approved £2.5M use of reserves to support the budget in 2021/22. This strategy will provide some flexibility for financial planning considerations for 2022/23 onwards. The overall net forecast overspend at Period 8 of £1.358M can currently be accommodated by the remaining uncommitted corporate contingency (circa £1M) and some Government funding that has not yet been distributed to fund eligible activities within services to control and manage the impact of the pandemic. With the recent outbreak of Omicron and the added uncertainty this brings - the situation will continue to be closely monitored through the remainder of the financial year.

Reserves

The Council maintains General Fund reserves at £11.0M in line with the Medium Term Financial Forecast. This provides a working cashflow balance and allows a degree of financial security in the case of unexpected events or emergencies.

In addition, Earmarked Reserves are set aside to fund future projects and to mitigate specific risk. The level of these reserves will fluctuate as grants are received, risk is realised and projects progress.

The increased balances in 2020-21 reflect the funding received in relation to COVID-19. Balances in 2021-22 are expected to return to more 'normal' levels as these reserves are used to support committed costs incurred during this year.

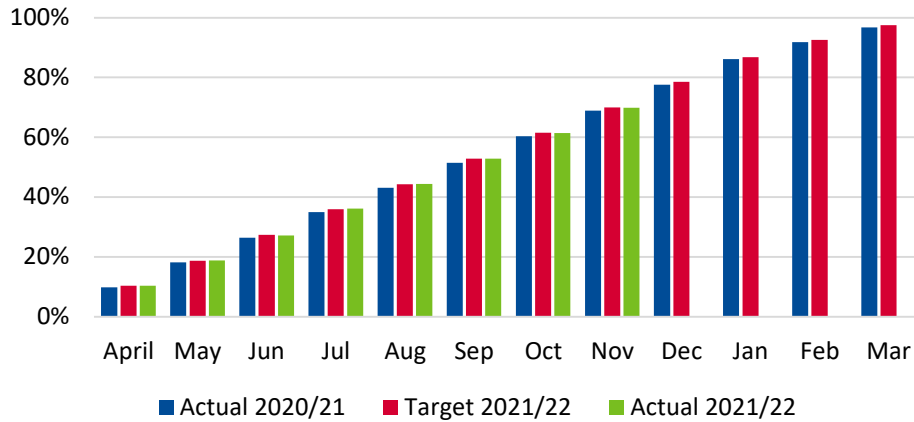


Reserves in £M	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
General Reserves	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Capital Reserves	5.9	6.6	5.4	3.9	2.8	3.4	4.0
Corporate Reserves	6.5	19.1	14.8	13.5	13.4	13.2	13.5
Grant Reserves	10.0	25.3	9.1	9.1	9.1	9.1	9.1
Insurance Reserves	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Service Reserves	8.4	14.0	8.5	8.4	8.4	8.4	8.3
Technical Reserves*	35.4	25.0	26.8	28.3	25.3	26.8	28.3
	83.2	107.0	81.6	80.2	76.0	77.9	80.2

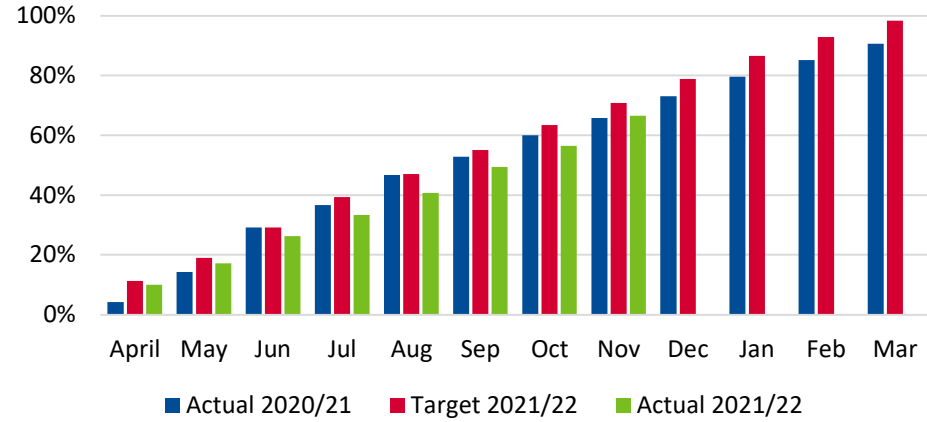
* Technical Reserves are held to even out the Council's finances and reduce in year volatility

Collection Rates

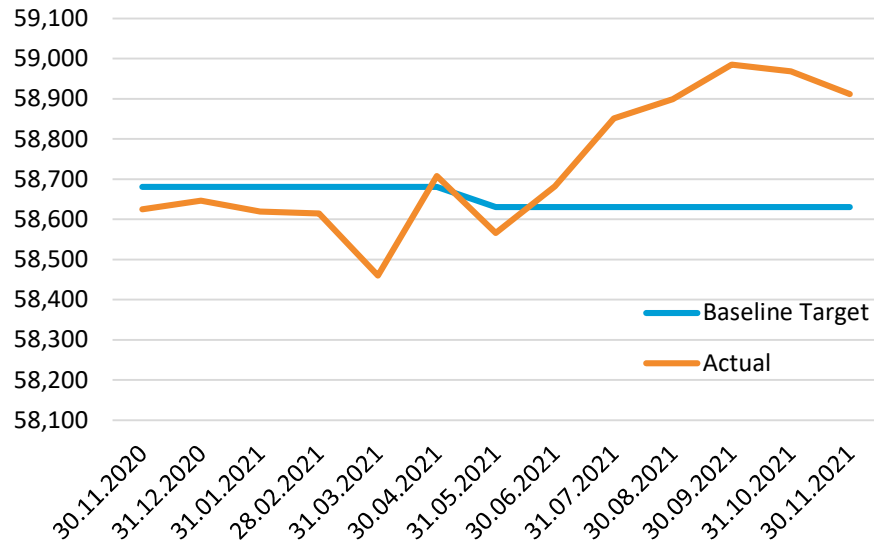
Council Tax Collection



Business Rates Collection



Council Tax Base



The Council Tax Base has increased by circa 280 Band D equivalents due to a combination of the CTR Scheme (Council Tax Reduction) being in a much better position (CTR dropped from £12.1M in Apr 21 to £11.7M in Nov 21 (excluding the new £150 Hardship)) and fluctuations in the number of exemptions awarded in the month.

Council Tax collection is 69.9% (0.1% below target) for the current year (£0.142M) but 6.2% lower than target for arrears (£0.563M).

Business rates in year collection is 4.3% (£1.4M) below target & arrears 2.9% (£0.116M) above target. This performance is primarily due to the timing, value and changing of the levels of national reliefs. Retail & Leisure rate reliefs are now 66% from 01.07.21 until 31.03.22 which resulted in new bills being issued. November's collection saw an increase in collection of 2.7% (£0.9M) to the monthly target.

Leader: Economic Recovery & Regeneration

3.64%

of Total Gross Revenue
Service Budget

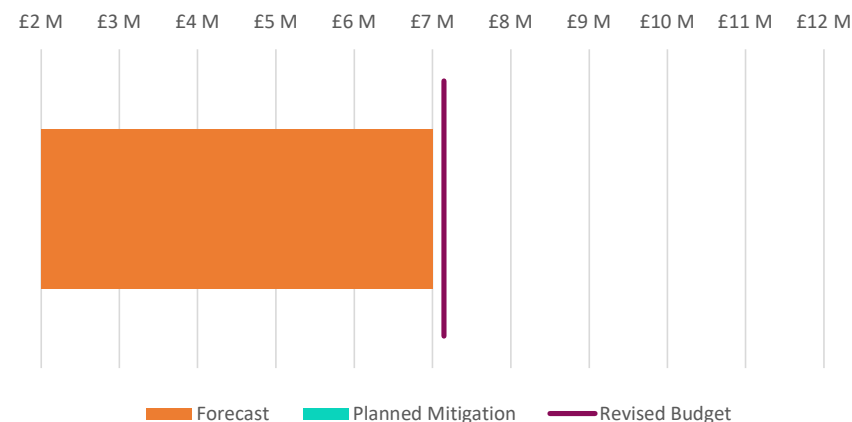
(£0.1M)

Forecast Favourable Variance

-0.11%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Adult and Community Learning	0.473	0.473	0.000
0.000	Civic Affairs	0.951	0.951	0.000
(0.020)	Corporate Budget and Resources Planning (Strategic Lead)	1.208	1.238	0.030
0.055	Corporate Planning and Strategic Direction	2.088	2.008	(0.080)
0.000	Emergency Planning	0.222	0.222	0.000
(0.033)	Housing Strategy	0.447	0.418	(0.029)
(0.060)	Other Services	0.827	0.847	0.020
(0.087)	Private sector housing standards and grants	0.490	0.355	(0.135)
0.000	Queensway Development	0.000	0.000	0.000
0.040	Regeneration and business growth	0.439	0.493	0.054
(0.105)		7.145	7.005	(0.140)
(0.105)	Gross Expenditure	11.695	11.555	(0.140)
0.000	Gross Income	(4.550)	(4.550)	0.000
(0.105)		7.145	7.005	(0.140)



There are currently a number of staffing vacancies in the Housing team which is offsetting staffing pressures caused by the engagement of interim agency placements. There are some additional costs in relation to the service redesign team, which has been created to improve the efficiency and productivity of services. Strong overall budget management continues and a positive outturn is forecasted to be delivered by the year-end.

Our Southend 2050 ambition remains strong and has helped to inform and focus our immediate economic recovery plans. The original programme for 2021/22 has been reshaped as a direct response to the impact of the pandemic which is shown in the Other Services line. New opportunities have arisen as a result of additional Government funding being made available to facilitate a number of events in the town in an attempt to boost local footfall and economic growth. This external funding is being utilised to provide additional support when secured.

Our commitment to wider networks such as the LGA, East of England LGA and ASELA (Association of South Essex Local Authorities) remains strong, especially during the recovery from COVID-19 and as such the subscriptions to be members of these organisations is planned to continue.

Deputy Leader: Transport, Asset Management & Inward Investment

4.94%

of Total Gross Revenue
Service Budget

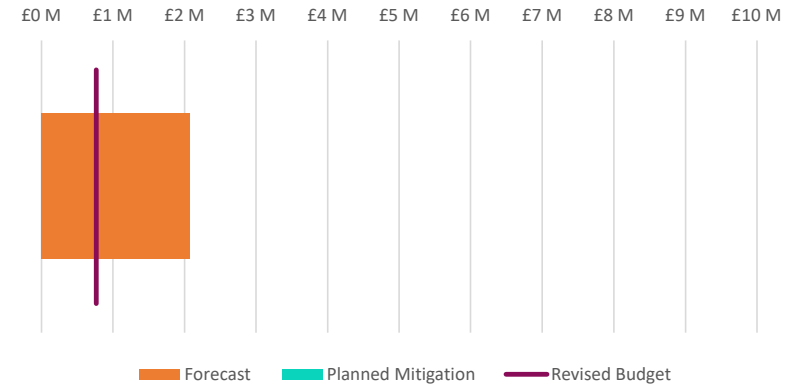
£1.3M

Forecast Adverse Variance

1.04%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.868	Car parks and all car parking matters	(7.098)	(6.644)	0.454
0.000	Concessionary Fares	3.140	3.140	0.000
0.000	Engineering (Bridges and Structures)	0.051	0.051	0.000
0.200	Highways (including maintenance)	3.302	3.710	0.408
0.091	Highways and Transport	(0.363)	(0.322)	0.041
0.131	Passenger Transport / Vehicle Fleet	0.159	0.290	0.131
0.111	Property and Commercial	(0.669)	(0.555)	0.114
0.000	Street signs and all signage (Highways)	0.059	0.059	0.000
0.090	Transport (including Transport Policy and Licensing)	2.186	2.351	0.165
1.491		0.767	2.080	1.313
0.836	Gross Expenditure	15.880	17.554	1.674
0.655	Gross Income	(15.113)	(15.474)	(0.361)
1.491		0.767	2.080	1.313



Due to the impact of COVID-19 national restrictions, car parking income was reduced in the opening quarter of the year and the Government's Local Authority Sales, Fees and Charges Compensation Scheme has been extended into the 1st quarter of this year to reflect that. Positively, income received in Q2 was above historic levels, showing that demand to visit and stay in Southend during the Summer was strong. This will be continually assessed and monitored throughout the year.

One lasting impact from the pandemic is the rapid transition from cash to card or electronic payments. These methods of payment incur card processing fees and due to the high volume of car parking transactions via this method it is adding a significant extra cost to the service. Security also continues at University Square car park to ensure a safe environment for its users. Increased costs associated with the security and cleaning in the Travel Centre are still being experienced.

Street lighting columns and other street furniture are replaced when damaged and although there is an increase in insurance claims to recover monies where possible there remains a financial pressure for this issue within the service overall.

The approved increase to the Highways establishment assumed an increase in the level of work undertaken to deliver the ambitious Capital Programme. Further analysis is required to ensure all legitimate capitalisation of salaries and associated costs is undertaken to appropriately charge all eligible expenditure to the Capital Programme.

As a result of the continuation of working from home practices, the Tickfield Centre is forecast not to generate as much income as anticipated this year. Overall this portfolio shows a slightly improved forecast position on what was reported at Period 6.

Adult Social Care & Health Integration

23.19%

of Total Gross Revenue
Service Budget

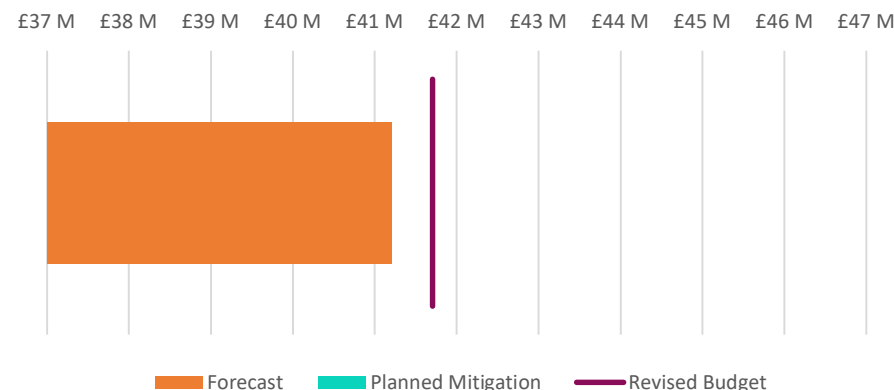
(£0.5M)

Forecast Favourable Variance

-0.40%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.055	Adult Social Care	33.397	32.214	(1.183)
0.108	Commissioning	5.218	5.090	(0.128)
0.915	Mental Health Services	3.089	3.897	0.808
1.078		41.704	41.201	(0.503)
1.189	Gross Expenditure	74.509	75.893	1.384
(0.111)	Gross Income	(32.805)	(34.692)	(1.887)
1.078		41.704	41.201	(0.503)



Adult Social Care & Health Services are reporting an improved position for 2021/22 as at Period 8. The main factors that have contributed to this improvement have been the confirmation of funding support to facilitate quicker discharges from hospital, other additional Government support and a reduction in demand for services from older people. This combination of factors has contributed to a forecast underspend of £0.503M on a net expenditure budget of circa £41M at this stage of the year, an improvement of circa £1.581M from Period 6. The ever changing impact of the pandemic means that the situation remains volatile and will continue to be closely monitored for the rest of the financial year. There remains significant financial pressure for care and support services to people with mental health & learning disabilities aged 18-64.

The medium to longer term impact of COVID-19 on budgets and service demand remains uncertain as people impacted by this are potentially required to have support earlier and for longer than would have previously been the case.

Levels of service use amongst older people remains lower than was previously the case due to ongoing COVID-19 concerns, particularly in the use of residential and home care. This has reduced the budget pressure for 2021/22. Clearly the needs of this group of people have not gone away and cost pressures and demand are likely to return to their upward trend over the medium term.

National Hospital Discharge funding in support of COVID-19 pressures is now assured until 31st March 2022. This will fund costs incurred during the first 4 weeks post discharge and has enabled clients to be released from hospital earlier. This should help to sustain the current improved forecast financial position for 2021/22.

Children and Learning

25.54%

of Total Gross Revenue
Service Budget

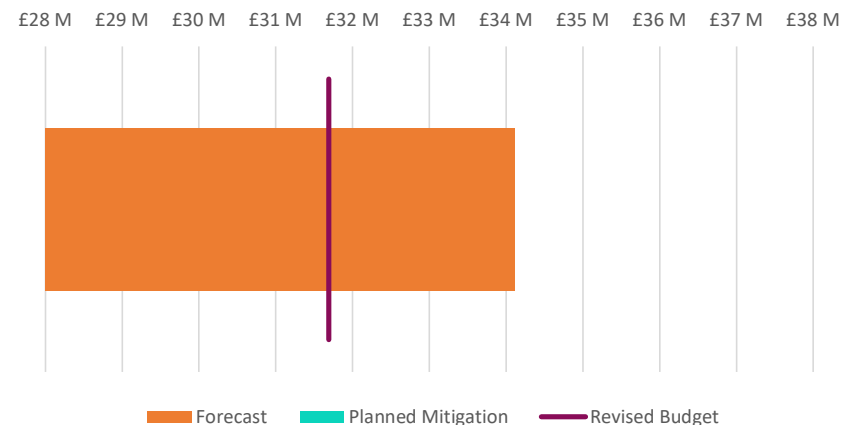
£2.4M

Forecast Adverse Variance

1.92%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
(0.045)	Schools, Education and Learning	2.873	2.719	(0.154)
2.321	Children's Services	24.558	27.063	2.505
0.208	Special Educational Needs and Children with Disabilities	2.117	2.196	0.079
0.014	Youth Offending Service	1.460	1.474	0.014
(0.039)	Youth and Connexions	0.682	0.668	(0.014)
2.459		31.690	34.120	2.430
2.739	Gross Expenditure	82.061	84.985	2.924
(0.280)	Gross Income	(50.371)	(50.865)	(0.494)
2.459		31.690	34.120	2.430



As expected, Children & Learning Services remains a high spend pressure area and is currently forecasting a net overspend of circa £2.430M, excluding the one-off £2.5M put aside to support the service as part of the approved 2021/22 budget. Although still a concern in headline terms this is a positive financial improvement from both 2019/20 and 2020/21. Most of this pressure is shown on Children Services.

Looked After Children (LAC) numbers reached a peak in 2019/20, reduced through 2020/21 and now have a broadly sustained reduction in 2021/22. There are 291 LAC as at the end of November 2021. The reduction in LAC numbers is having a positive effect on improving previous and significant spend pressures. Whilst this spend reduction is positive, reliance on LAC external care placements (the most expensive type of provision) remains high as a proportion of overall LAC placements with 98 currently projected ongoing placements as at the end of November 2021, equivalent to 34% of all LAC placements. This is the main cause of the spend pressure within Children Services. Work continues to re-build capacity for inhouse foster care placements with the aim of reducing these costs over time and improve outcomes for children in the care system.

It is currently proving difficult to recruit permanent staff, so this forecast includes a sustained pressure on the budget due to the use of agency staff to cover social work vacancies and maternity leave. The service is also anticipating additional funding pressures following requests from Government for local authorities to meet increased support for unaccompanied asylum seeker placements. Additionally, there is a funding pressure on Leaving Care accommodation payment costs and there are also increased costs related to COVID-19 resulting from both placement extensions and extra staffing to respond to the crisis.

The Children's service financial position remains subject to further volatility and spend pressure should the number of LAC increase again. The situation will continue to be closely monitored throughout the remainder of the financial year.

Communities & Housing

7.42%

of Total Gross Revenue
Service Budget

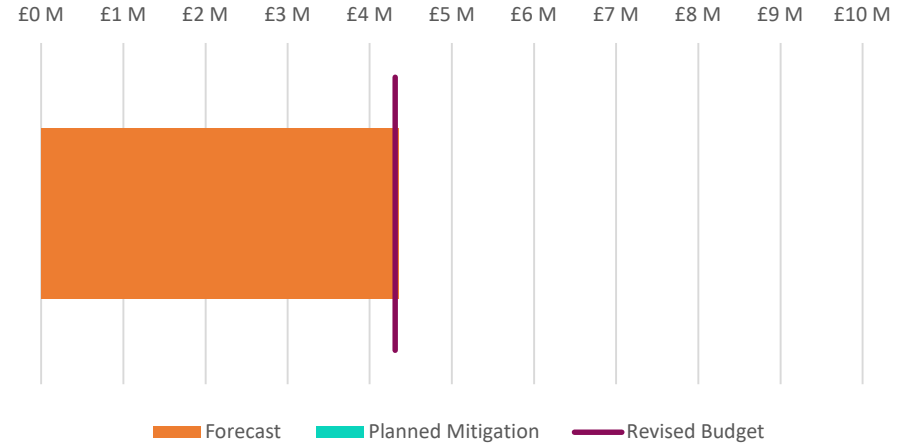
£0.0M

Forecast Adverse Variance

0.04%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Better Start and Early Years	0.612	0.612	0.000
0.000	Children’s Centres, Nurseries, Child Care	0.784	0.784	0.000
0.000	Community Cohesion and community assets	0.016	0.016	0.000
0.000	Domestic Abuse	0.151	0.126	(0.025)
0.060	Homelessness	0.231	0.326	0.095
0.011	Library Services	2.565	2.540	(0.025)
0.000	Public Health	(0.048)	(0.048)	0.000
0.071		4.311	4.356	0.045
(0.135)	Gross Expenditure	23.852	23.690	(0.162)
0.206	Gross Income	(19.541)	(19.334)	0.207
0.071		4.311	4.356	0.045



An historic saving target relating to hostel income generation remains challenging to deliver and as a result alternative savings proposals are currently being explored. Additional one-off ICT development charges have been incurred to update the Housing system to reflect changes to the Housing Allocation Policy. The service remains broadly on track for this financial year.

Corporate Services & Performance Delivery

25.59%

of Total Gross Revenue
Service Budget

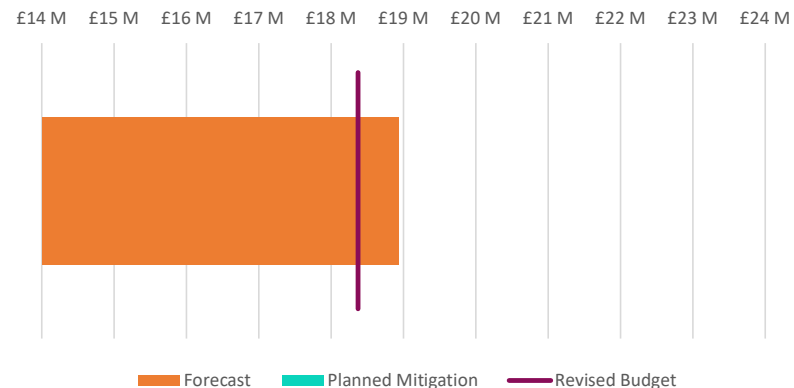
£0.6M

Forecast Adverse Variance

0.44%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.070	Corporate Budget and Resource Planning (monitoring, Capital Programme Delivery)	2.129	2.194	0.065
0.000	Corporate Procurement	0.866	0.841	(0.025)
0.305	Council Tax and Business Rates	(0.015)	0.195	0.210
0.790	Digital and Technology	3.622	4.417	0.795
0.060	Elections and Electoral Registration	0.401	0.461	0.060
0.005	Financial Services (including Insurance etc.)	0.396	0.396	0.000
(0.265)	Housing Benefit	1.764	1.389	(0.375)
0.065	Human Resources	1.999	2.129	0.130
(0.300)	Internal Audit	0.753	0.498	(0.255)
(0.083)	Learning and Workforce Development	0.945	0.945	0.000
(0.095)	Legal Services, Land Charges & Democratic Services	1.804	1.709	(0.095)
0.003	Performance Delivery	3.705	3.754	0.049
0.555		18.369	18.928	0.559
(0.657)	Gross Expenditure	82.214	81.518	(0.696)
1.212	Gross Income	(63.845)	(62.589)	1.256
0.555		18.369	18.929	0.560



Planned budget proposals in relation to Council Tax and Business Rates income should increase the net level of debt collectable by reviewing all discounts and exemptions. This 'extra' income will be reported in the summary table under the "Funding" section. Whilst e-billing is unavailable printing costs continue to be a pressure to this budget line, together with card processing fees as the transition to electronic payments on the website continue to increase. There are a number of vacancies within the Council Tax and Housing Benefit teams that are putting pressure on the teams but also providing some compensating savings.

As is being seen across a number of other teams, schools are reducing their use of SBC support services as they work across Academy trust portfolios. This is impacting the amount of income generated by ICT. As a result of further scoping works across the ICT estate, the savings delivery programme for 2021/22 has been delayed. These combined factors have created a significant pressure for 2021/22. Positively the planned laptop replacement programme is now complete which will result in extra income generated from the sale of older machines. Human Resources income is also impacted by a reduction in income from Schools.

There continues to be a significant number of vacancies within the Internal Audit function and to a lesser degree in other areas. It is still anticipated that the audit programme will be delivered this year, with the assistance of the addition of some temporary resource / external support.

Environment, Culture, Tourism & Planning

3.66%

of Total Gross Revenue
Service Budget

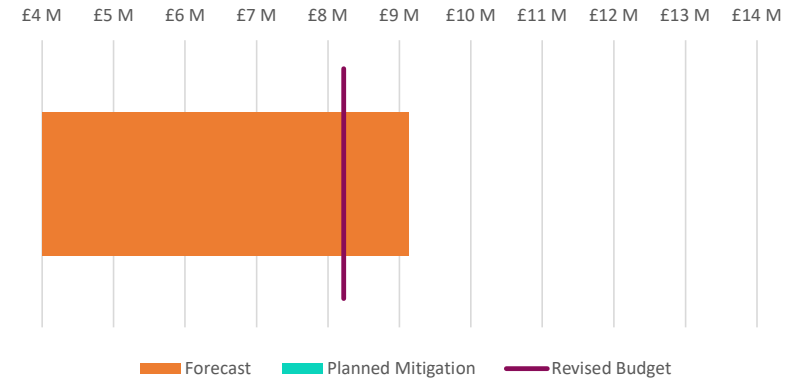
£0.9M

Forecast Adverse Variance

0.71%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	All matters relating to trees, plants, grass verges and other flora	0.556	0.518	(0.038)
0.030	Building Control (planning)	(0.017)	0.003	0.020
0.036	Climate Change, Renewable energy and Energy Saving	0.092	0.182	0.090
0.117	Grounds Maintenance	3.463	3.409	(0.054)
0.109	Museums and Galleries	1.278	1.388	0.110
(0.006)	Parks and Open Spaces	1.044	1.040	(0.004)
0.126	Planning Policy and Planning Control	1.115	1.343	0.228
0.200	Sea and Foreshore Defences	0.401	0.549	0.148
0.000	Southend Theatres	0.027	0.027	0.000
0.308	Sport Development	(0.122)	0.186	0.308
0.000	Tourism	0.383	0.478	0.095
0.920		8.220	9.123	0.903
0.505	Gross Expenditure	11.762	12.223	0.461
0.415	Gross Income	(3.542)	(3.100)	0.442
0.920		8.220	9.123	0.903



Coastal damage from storms has resulted in additional maintenance requirements along our shoreline. Increased inspections are also identifying defects more promptly. External support continues to be required to support the Sustainable Drainage Systems (SuDS) elements of planning applications and to provide geotechnical expertise as required.

Interim staff and specialist external / professional support are currently in place to support both the Planning and Climate change services with regards to the significant planning schemes underway (Better Queensway, Fossetts Farm), and the variety of externally funded projects the Council is currently engaged in.

In order to support the leisure provision recovery in the Borough the management fee payable from the operator has been waived for 2021/22.

Additional leasing and repairs and maintenance costs were initially incurred in the Grounds Maintenance service to ensure that there is enough equipment available to staff to operate safely during the pandemic but a rationalisation exercise has contributed to minimising these costs from Period 6. Income in this service area has also recovered as we have progressed through the year.

Income in the museums service has suffered this financial year, firstly due to national restrictions, and then from a lower number of visitors during the summer period. The first quarter of lost income has been included in the MHCLG (now DLUHC) sales, fees and charges compensation scheme claim.

Public Protection

6.00%

of Total Gross Revenue
Service Budget

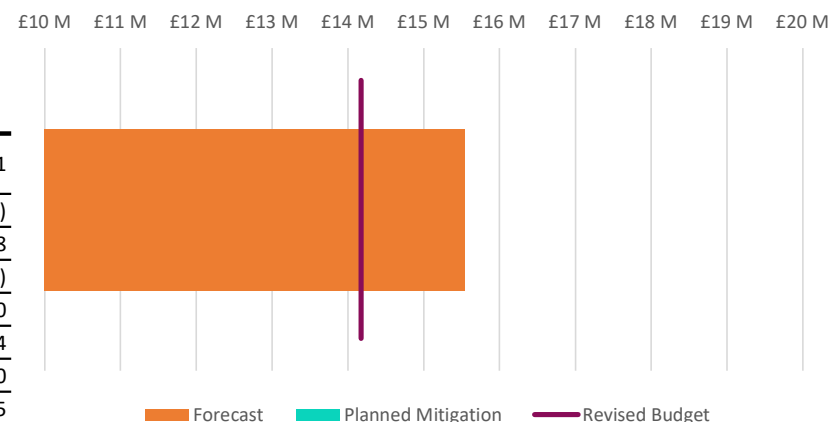
£1.38M

Forecast Adverse Variance

1.01%

Variance as % of Net Portfolio
Service Budget Envelope

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.089	Cemeteries, Crematoria and Bereavement Services	(1.646)	(1.585)	0.061
(0.078)	Cleansing of highways and public realm	1.670	1.597	(0.073)
0.033	Closed Circuit Television	0.491	0.549	0.058
(0.050)	Community Safety	0.795	0.721	(0.074)
0.000	Domestic Abuse	0.000	0.000	0.000
0.113	Pier and Foreshore	0.431	0.545	0.114
0.000	Public Toilets and alleyways	0.510	0.510	0.000
0.020	Registration Services	(0.118)	(0.093)	0.025
0.019	Regulatory services	1.229	1.250	0.021
(0.028)	Town Centre Management	0.127	0.089	(0.038)
1.438	Waste collection, disposal, management, recycling & sanitation	10.683	11.964	1.281
1.556		14.172	15.547	1.375
1.445	Gross Expenditure	19.274	20.309	1.035
0.111	Gross Income	(5.102)	(4.762)	0.340
1.556		14.172	15.547	1.375



Whilst many people continue to work from home and could do so for the foreseeable future in some way, there has been a significant increase in the volume of household waste which is being collected and disposed of. This has been even higher than during the early formal COVID-19 lockdown periods. As a waste disposal authority, the financial consequences of this significant increase in tonnage is borne by the Council. The situation is now forecast to improve from Period 6 but this remains a significant challenge for the Authority and it is vital that ideally less waste is generated by residents and/or recycling rates are improved locally.

Income received on the pier and foreshore in Quarter 1 was impacted by pandemic restrictions, although the extension of the sales, fees and charges compensation scheme up to the end of June 2021 will assist in recovering some of this loss. Income during the second quarter and to date has improved.

The requirements for additional equipment at the cemetery and crematorium to ensure operations can be carried out respectfully and safely is currently resulting in a budget pressure. A wider review of the service is underway to attempt to accommodate additional costs from next year within current resource allocations.

Housing Revenue Account

(£0.1M)

Forecast Favourable Variance

-0.5%

Variance as % of Gross Operating Expenditure

Last Reported Variance £M	Service Area	Revised Budget £M	Forecast Outturn £M	Variance £M
0.000	Gross Expenditure	25.040	25.409	0.369
(0.450)	Gross Income	(29.102)	(29.590)	(0.488)
(0.450)	NET OPERATING EXPENDITURE	(4.062)	(4.181)	(0.119)
0.000	Revenue Contribution to Capital	8.334	8.334	0.000
0.450	Contribution to / (from) Earmarked Reserves	(4.272)	(4.153)	0.119
0.000	TOTAL	0.000	0.000	(0.000)

HRA Reserves 2021/22	Opening Balance	Forecast Movement	Closing Balance
Capital Investment Reserve	27.1	(4.2)	22.9
Major Repairs Reserve	6.9	0.0	6.9
Repairs Contract Pension Reserve	0.6	0.1	0.7
HRA Reserve	3.5	0.0	3.5
HRA Reserves Total	38.2	(4.2)	34.0

The forecast for the Housing Revenue Account (HRA) as at the end of November 2021 indicates that it will have a net surplus of (£0.119M) in 2021/22, a positive variance of around (-0.5%) of gross operating expenditure.

This position is due to increased levels of rental income received (£0.488M) as a result of a lower level of voids within the housing stock. This demonstrates good housing management practice. As the planned affordable homes acquisitions programme progresses through the year there is also an anticipated increase in the numbers of units within the housing stock that will further increase the HRA's rental income streams in the future.

There is an anticipated pressure on HRA revenue repairs budget of £0.369M. This is due to a combination of increasing contractor costs, additional compliance requirements as well as works that were delayed from 2020/21 due to COVID-19 and national lockdown implications.

It is currently anticipated that any surplus will be transferred to the HRA Capital Investment Reserve at the year-end for future planned investment into improving the housing stock.

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Budget Monitoring & Reporting 2021/22

Period 8 – November 2021 Capital Investment Programme Performance



Capital Investment Programme Performance Report

1. Overall Budget Performance by Investment Area

The revised Capital budget for the 2021/22 financial year which includes all changes agreed at November 2021 cabinet is as follows:

Schemes	Revised Budget 2021/22 £'000
Total Schemes Delivered by General Fund	61,025
Total Schemes Delivered by General Fund Funded by the Levelling Up Fund	220
Total Schemes Delivered by Housing Revenue Account	9,607
Total Schemes Delivered by Subsidiary Companies and Joint Ventures	14,222

Actual capital spend as at 30th November 2021 is £40.435 million representing approximately 48% of the revised budget. This is shown in section 5. (Outstanding creditors totalling £0.506 million have been removed from this figure).

The expenditure to date has been projected to year end and the outturn position is forecast to reflect the Project Manager's realistic expectation. This is broken down by type of investment area on the following pages.

Total Schemes Delivered by General Fund

Investment Area	Revised Budget 2021/22	Outturn to 30 th November 2021	Current Variance to 30 th November 2021	Expected outturn 2021/22	Latest Expected Variance to Revised Budget 2021/22	Amended Budget 2022/23 to 2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Housing	959	280	(679)	834	(125)	5,279
Social Care	6,487	5,237	(1,250)	6,400	(87)	203
Schools	1,684	895	(789)	1,515	(169)	2,778
Enterprise & Regeneration	8,553	3,917	(4,636)	10,815	2,262	7,228
Southend Pier	5,235	2,916	(2,319)	5,235	-	10,600
Culture & Tourism	1,647	454	(1,193)	1,544	(103)	145
Community Safety	3,427	1,337	(2,090)	3,177	(250)	250
Highways & Infrastructure	24,443	11,937	(12,506)	22,678	(1,765)	25,712
Works to Property	2,778	1,092	(1,686)	1,943	(835)	10,393
Energy Saving	405	93	(312)	232	(173)	625
ICT	4,741	3,016	(1,725)	4,357	(384)	2,256
S106/S38/CIL	666	236	(430)	707	41	236
Total	61,025	31,410	(29,615)	59,437	(1,588)	65,705

Total Schemes Delivered by General Fund – Funded by the Levelling Up Fund

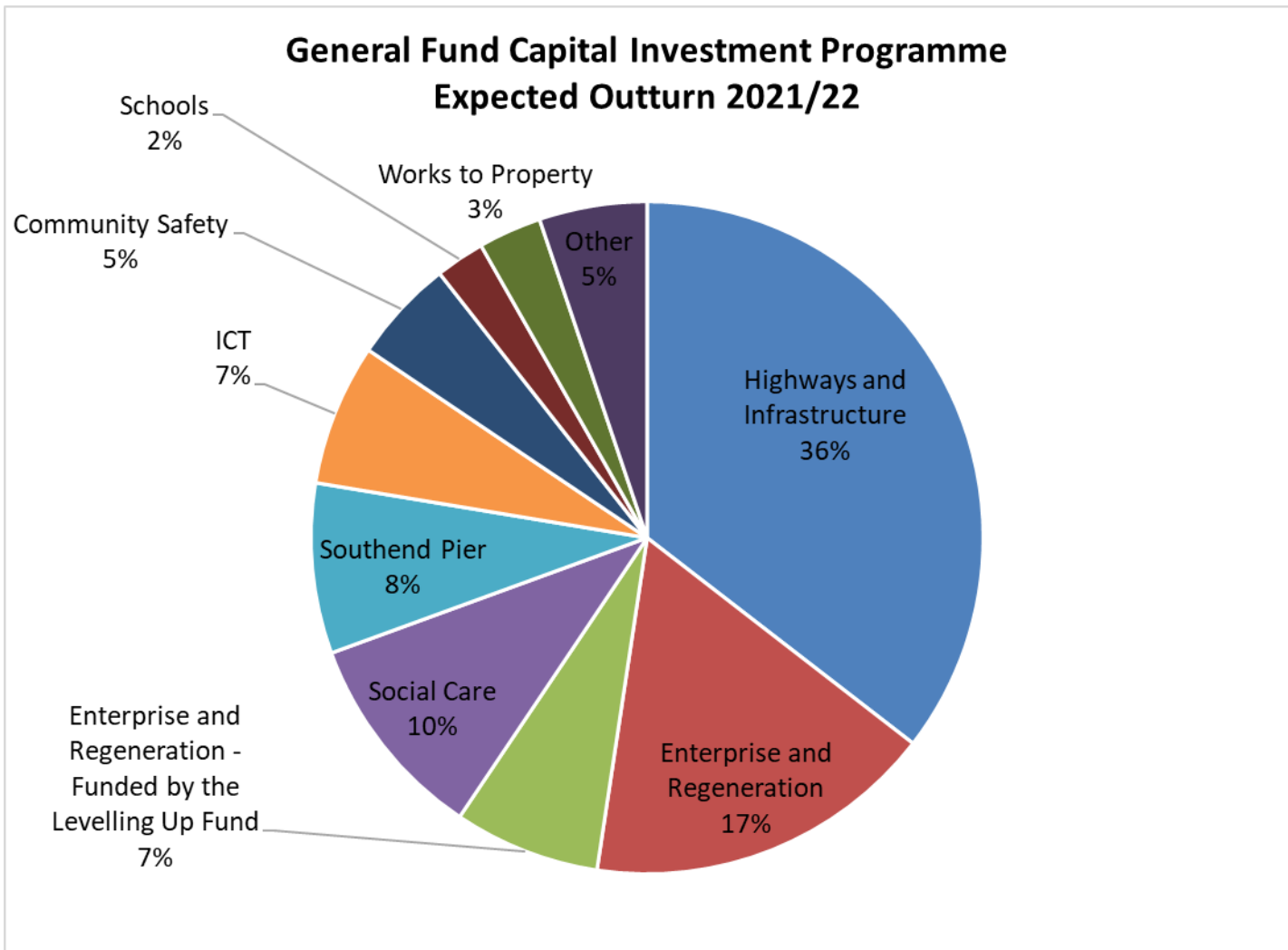
Investment Area	Revised Budget 2021/22	Outturn to 30 th November 2021	Current Variance to 30 th November 2021	Expected outturn 2021/22	Latest Expected Variance to Revised Budget 2021/22	Amended Budget 2022/23 to 2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Enterprise & Regeneration	220	2	(218)	4,495	4,275	19,500
Total	220	2	(218)	4,495	4,275	19,500

Total Schemes Delivered by Housing Revenue Account

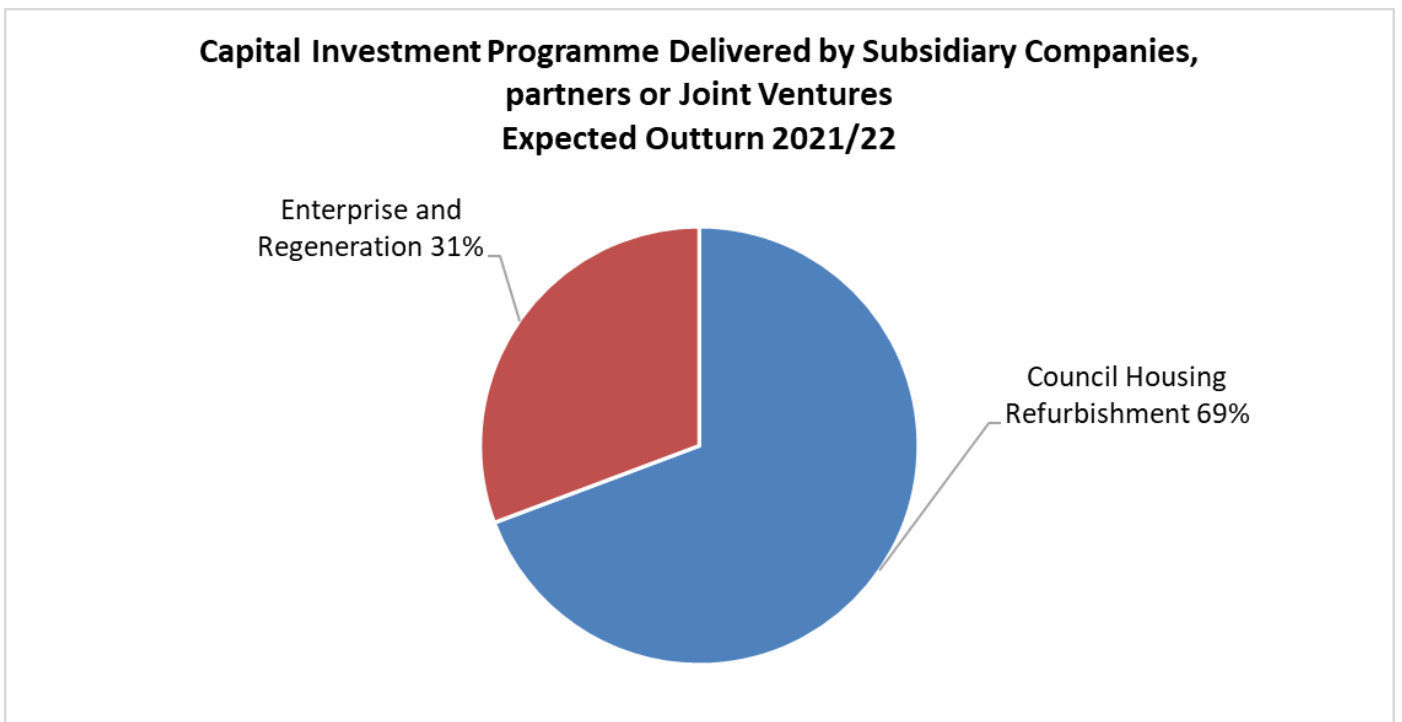
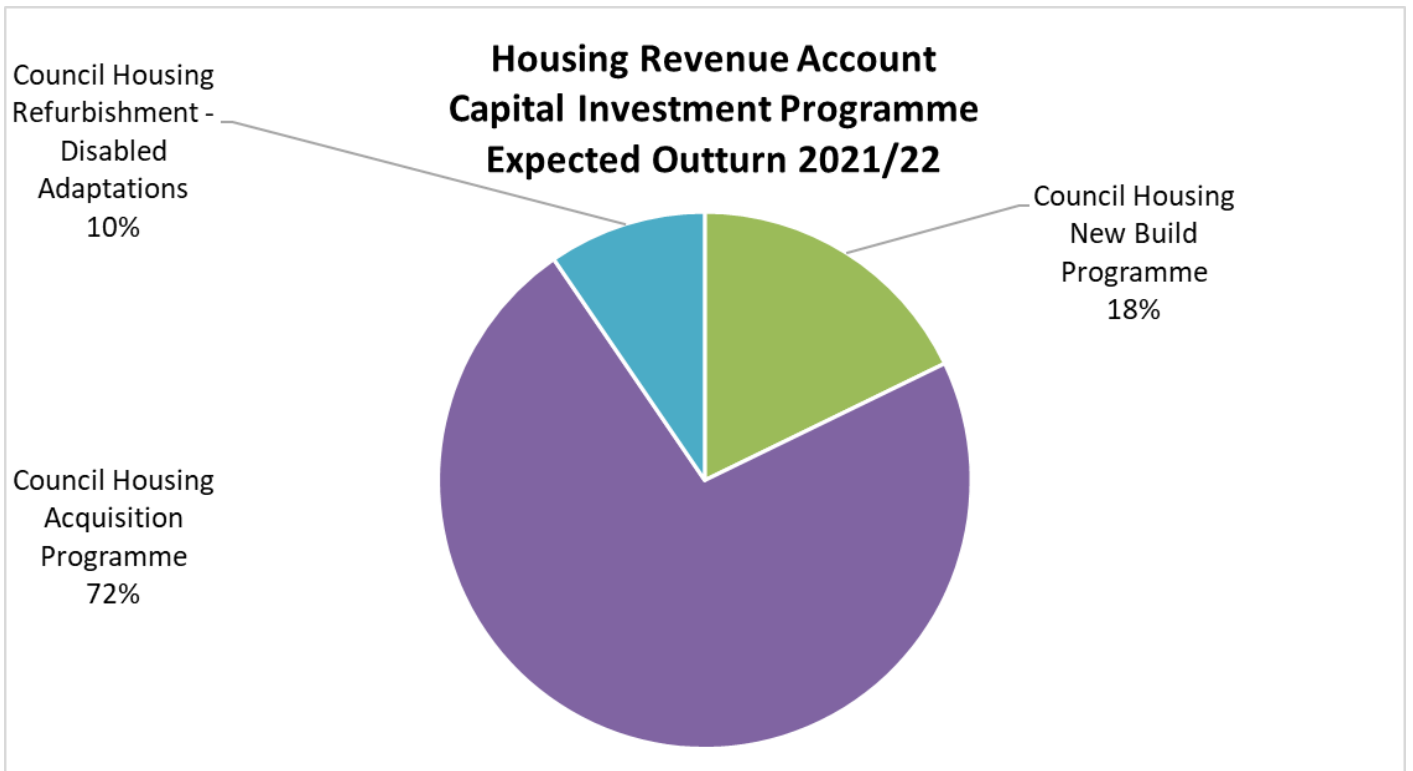
Investment Area	Revised Budget 2021/22	Outturn to 30th November 2021	Current Variance to 30th November 2021	Expected outturn 2021/22	Latest Expected Variance to Revised Budget 2021/22	Amended Budget 2022/23 to 2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Council Housing New Build Programme	2,224	668	(1,556)	1,330	(894)	12,364
Council Housing Acquisitions Programme	6,668	3,404	(3,264)	5,413	(1,255)	7,320
Council Housing Refurbishment – Disabled Adaptations	715	333	(382)	715	-	2,316
Total	9,607	4,405	(5,202)	7,458	(2,149)	22,000

Total Schemes Delivered by Subsidiary Companies and Joint Ventures

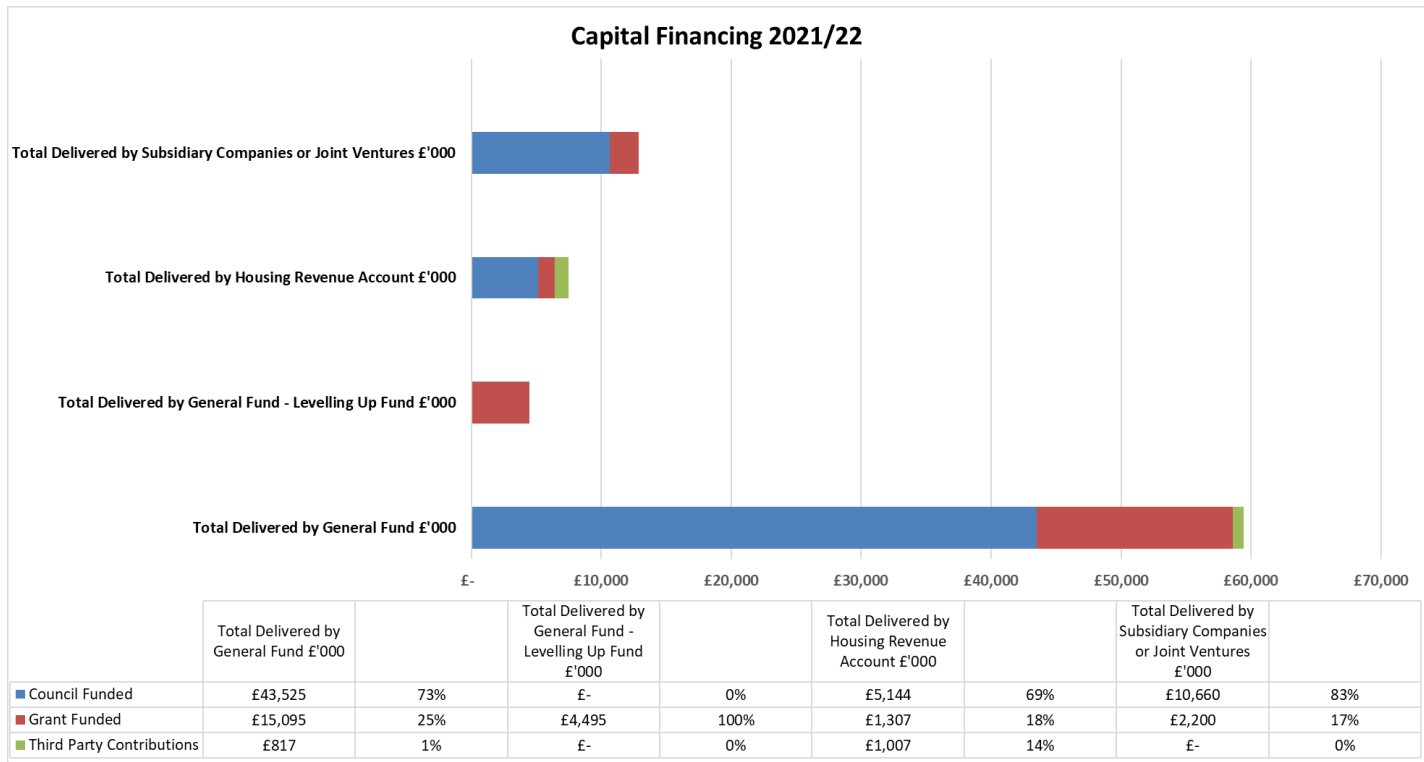
Investment Area	Revised Budget 2021/22	Outturn to 30th November 2021	Current Variance to 30th November 2021	Expected outturn 2021/22	Latest Expected Variance to Revised Budget 2021/22	Amended Budget 2022/23 to 2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Council Housing Refurbishment	9,672	3,393	(6,279)	8,910	(762)	21,118
Enterprise and Regeneration	4,550	1,225	(3,325)	3,950	(600)	30,200
Total	14,222	4,618	(9,604)	12,860	(1,362)	51,318



Other	Expected Outturn 2021/22
Culture and Tourism	£ 1,544
General Fund Housing	£ 834
S106/S38/CIL	£ 707
Energy Saving	£ 232
	£ 3,317



The capital investment for 2021/22 is proposed to be funded as follows:



Third party contributions are non-grant funding from external sources such as S106 contributions.

Of the £24.921million of external funding expected, £14.321 million had been received by 30th November 2021. The outstanding amounts mainly relate to Local Growth Fund schemes and the Levelling Up Fund.

2. Strategic Schemes

Successful and timely delivery of the capital investment programme is a key part of achieving the Southend 2050 ambition and delivering its outcomes.

£68.226 million of this relates to strategic schemes and approximately 51% spend has been achieved to date for these strategic schemes.

Investment Area	Scheme	Revised Budget 2021/22 £000	Outturn to 30th November 2021 £000	Expected outturn 2021/22 £000	Latest Expected Variance to Revised Budget 2021/22 £000	Budget 2022/23 to 2025/26 £000
Strategic Schemes						
Enterprise and Regeneration	Airport Business Park (including Local Growth Fund)	5,647	2,519	8,147	2,500	5,300
Enterprise and Regeneration	Airport Business Park - Acquisition	1,036	861	1,036	-	-
Enterprise and Regeneration	Better Queensway - Programme Management	1,058	320	908	(150)	1,140
Enterprise and Regeneration	Victoria Centre	762	216	722	(40)	540
Social Care	Brook Meadows House	6,250	5,153	6,250	-	-
Schools	School Improvement and Provision of School Places	160	1	160	-	-
Southend Pier	Southend Pier schemes	5,235	2,916	5,235	-	10,600
ICT	ICT schemes	4,741	3,016	4,357	(384)	2,256
Highways and Infrastructure	Footways and Carriageways Schemes	11,469	7,656	11,275	(194)	16,844
Highways and Infrastructure	Parking Schemes	805	324	467	(338)	748
Highways and Infrastructure	Highways and Infrastructure - Local Growth Fund and Local Transport Plan Schemes	8,724	3,189	7,678	(1,046)	2,549
Total General Fund Strategic Schemes		45,887	26,171	46,235	348	39,977
Enterprise and Regeneration	Leigh Port Detailed Design	220	18	4,000	3,780	11,070
Enterprise and Regeneration	Cliffs Pavillion	-	-	420	420	7,740
Enterprise and Regeneration	City Beach	-	-	75	75	690
Total General Fund - Funded by Levelling Up Fund Strategic Schemes		220	18	4,495	4,275	19,500
Council Housing New Build Programme	Council Housing New Build Programme	2,224	668	1,330	(894)	12,364
Council Housing Acquisitions	HRA Affordable Housing Acquisitions Programme	3,000	578	2,000	(1,000)	4,706
Council Housing Acquisitions	Next Steps Accommodation Programme	3,123	2,654	3,123	-	-
Council Housing Acquisitions	Acquisition of Tower Block Leaseholds - Queensway	250	97	250	-	2,359
Total HRA Strategic Schemes		8,597	3,997	6,703	(1,894)	19,429
Council Housing Refurbishment	HRA Decent Homes Programme	9,672	3,393	8,910	(762)	21,118
Enterprise and Regeneration	Better Queensway - Loan to Joint Venture	1,750	725	1,750	-	11,000
Enterprise and Regeneration	Housing Infrastructure Funding	500	500	1,000	500	14,000
Enterprise and Regeneration	Better Queensway Energy Centre	1,600	-	500	(1,100)	3,700
Total Delivered by Subsidiary Companies and Joint Ventures Strategic Schemes		13,522	4,618	12,160	(1,362)	49,818
Total Strategic Schemes		68,226	34,804	69,593	1,367	128,724
Other Schemes						
Other General Fund Capital Investment Schemes		15,138	5,223	13,202	(1,936)	25,728
Other HRA Capital Investment Schemes		1,010	408	755	(255)	2,571
Other Delivered by Subsidiary Companies and Joint Ventures Capital Investment Schemes		700	-	700	-	1,500
Total Schemes						
TOTAL GENERAL FUND SCHEMES		61,245	31,412	63,932	2,687	85,205
TOTAL HRA SCHEMES		9,607	4,405	7,458	(2,149)	22,000
TOTAL DELIVERED BY SUBSIDIARY COMPANIES AND JOINT VENTURES SCHEMES		14,222	4,618	12,860	(1,362)	51,318
		85,074	40,435	84,250	(824)	158,523

General Fund

Enterprise and Regeneration

All site enabling works at the Airport Business Park are now complete with the only remaining element to be completed being the construction of the Launchpad. As at end of November 2021 the construction was progressing well and slightly quicker than expected. It is currently expected that completion of the Launchpad is likely to be May 2022. Procurement for an operator went live in September 2022 with a decision expected late December 2021.

Included in this report is an accelerated delivery of £2.5 million from 2022/23 to financial year 2021/22 as works at the Launchpad have progressed at a faster pace than previously planned.

The Better Queensway Programme team are currently reviewing the Business and Programme Plan as the current Business Plan runs up until 31st December 2021. In order to reflect this revised plan, included in this report is a carry forward request of £150,000 to be carried forward from 2021/22 to 2022/23. This funding relates in the main, to works around Highways and Planning and their delivery.

Work is progressing at the Victoria Centre situated in the Town Centre and there are a number of contractors currently on site. Due to some unexpected delays some works are not expected to complete until after the end of the financial year 2021/22. A carry forward request of £40,000 from 2021/22 to 2022/23 is included in this report.

Social Care

The works at Brook Meadows House are progressing well on site and all works are currently on programme for a handover of the new building in January 2022.

Demolition of Priory House and residual parking and landscape works will commence upon decant of Priory House residents into the new building and these works are expected to complete in June 2022.

Schools

All projects in relation to School Improvement and Provision of School Places have now completed with final payments expected that relate to works at two schools within the borough. In total, we have achieved expansions across 6 secondary schools, meeting statutory duties to ensure sufficiency.

Southend Pier

Southend Pier Schemes have progressed well throughout the year.

Structural consultants were appointed to review pier condition works and structural condition survey works. A structural condition survey has been received in draft format and some urgent works have subsequently been identified.

The first schedule of the bearing refurbishment programme has been completed and the next phase was out to tender. Tenders have been received and reviewed and works are expected to start mid-January 2022.

The first pier train was received at the pier in September and commissioning works commenced mid-October. Some technical issues were experienced but dealt with quickly and it is expected that train one will be fully running by the end of December. Train 2 is expected to be fully running in early January.

ICT Schemes

Projects within the service continue to be delivered at pace.

The programme to roll out new laptops to the business is now complete and works have now moved to the replacement of desktops.

The connected and smart capital project is well under way, a project which is focussed on setting up new infrastructure in the “cloud” and will enable the council to facilitate new ways of working. The bulk of this project is expected to complete in this financial year. There is a carry forward of £150,000 requested in this report for a small part of this project which will not be delivered in 2021/22 as a result of delays experienced due to COVID-19.

A further review of project delivery plans has meant that there are a number of other carry forward requests requested in this report, as some works have been delayed into future financial years.

The project in place to upskill our current security infrastructure has progressed well. There have been some delays due to the implementation of the Microsoft suite and this work will now be completed in early 2022 so a carry forward request is included within this report of £130,000 from 2021/22 to 2022/23.

The works that are underway in relation to the new modules for the ContrOCC system have also been reviewed with the services involved and the delivery schedule has been revised. It is requested that £270,000 be carried forward from 2021/22, £105,000 into 2023/24 and £102,000 into 2024/25.

Further carry forwards of £43,000 are also requested in this report in relation to some more minor works. £4,000 from 2021/22 to 2022/23 is in relation to some minor improvements to Business World. £39,000 is in relation to some connectivity works needed for NHS systems that will be needed in the future to further facilitate new ways of working. This is included within the report as a request to carry forward the budget from 2021/22 to 2024/25 and will be accelerated if needed earlier.

A business case was brought to Investment Board in October 2021 which detailed a proposal to move the council to a smart model of IT infrastructure. Further work has been done to improve the clarification of the type of spend required and whether it is revenue or capital spend. It was agreed that a request for additional budget of £146,000 for 2021/22 would be included in this report. £136,000 has been requested for equipment and £10,000 for software licences.

Footways and Carriageway Schemes

The main Footways and Carriageways programmes continue at pace and all works are expected to be delivered to budget in this financial year.

Funding received from the Department for Transport that can be used for repairing and maintaining pot holes within the borough has been fully utilised within this financial year.

As a result of some unexpected delays, included within this report are £194,000 of carry forward requests 2021/22 to financial year 2022/23. These relate to Junction Protection programme of works £170,000 and Zebra Crossing Surfacing Replacement works of £24,000.

Parking Schemes

A feasibility study is currently underway in relation to car parks and signage to ensure that the borough isn't cluttered unnecessarily with signage on roads, roundabouts, and car parks. Whilst the service awaits the outcome of this study, included within this report is a request to carry forward some of these budgets into financial year 2022/23.

The carry forwards relate to the following schemes: £188,000 for Car Park Resurfacing, £100,000 for Parking Signage Replacement and £50,000 for Car Park Improvements.

Highways and Infrastructure – Local Growth Fund and Local Transport Plan Schemes

Capital works funded by the Local Growth Fund and the Local Transport plan have continued to progress. This is grant funded and we have received confirmation from both funding parties that the funding can be carried forward into future years if not fully utilised in 2021/22.

Works at the Bell Junction are now in the final stages. Included in this report is a £150,000 carry forward to move budget from 2021/22 into 2022/23 to finance final account payments for this scheme.

Works in relation to the Southend Town Centre Interventions have slowed over recent months in the main due to the impact of COVID-19. Works have been further impacted by the difficulties currently being experienced in the supply of building materials and resources.

SELEP accountability board have recently granted an extension of funding availability for a further nine months. To reflect this, included in this report is a carry forward request of £896,000 from 2021/22 to 2022/23.

General Fund - Funded by the Levelling Up Fund

Enterprise & Regeneration

The Council has been successful in one of its bids for the Levelling Up Fund. A total of £19.9million has been awarded for visitor economy improvements focussed on Leigh Port, the Cliffs Pavilion and wider seafront and town centre safety measures. The £19.9million external funding will be match funded by £4.1million from the Council's Capital Investment Programme and works will be completed by March 2024.

Budget requests of £23,115,000 across the three projects have now been included within this report. This includes: £19,917,000 of new grant funding to be applied across the financial years 2021/22 to 2023/24; £1,000,000 of new third party contributions from HQ Theatres for the Cliffs Pavilion project in 2022/23; £2,198,000 of match funding from the Council's capital resources. £880,000 of match funding from the Council's capital resources had already been included in the programme at an earlier Cabinet. A request is included within this report to re-profile that budget into 2023/24 so that the project budgets are aligned to the correct years for each of the three projects.

Housing Revenue Account

Construction of New Housing on HRA Land

These schemes have been progressing well and as a result of updated information the programme of works have been reviewed and budget reprofile requests have been included in this report accordingly.

Council Affordable Housing Development phase 2 project that related to properties built in Rochford Road & Audley Close is now complete and the project has been closed. The remaining budget of £3,000 is included within this report as a deletion.

Council Affordable Housing Development (Phase3) relates to 29 units being built in Shoebury. The project has been reprofiled to reflect the tenders received and the current procurement timetable. It is envisaged that works will start on site towards the end of January 2022. These budgets may need to be reprofiled again once the tender has been awarded but included in this report is a carry forward request of £515,000 from 2021/22 and £219,000 from 2022/23, carrying forward £734,000 to 2023/24.

The first property has now been acquired under the Housing Construction Scheme - Land Assembly Fund (S106). Another property is required by November 2022 in order to account for time sensitive monies. The remainder of S106 for this year can be reprofiled to 2022/23 and therefore a request to carry forward £356,000 from 2021/22 to 2022/23 has been included in this report.

Whilst works continue to progress in relation to the Housing Construction Scheme - Phase 5/6 feasibility (S106), it is requested in this report that £20,000 be carried forward from 2021/22 to 2022/23 to reflect the current programme of feasibility works.

HRA Affordable Housing Acquisitions Programme

The funding for the HRA Affordable Housing Acquisitions Programme has time constraints which used to be quarterly and have now been amended to an annual target. This is funding in relation to our generic housing programme and most often these are Right to Buy, Buy Backs - where we purchase and bring ex-Council stock back into the HRA portfolio. This spend has slowed as the housing market is particularly buoyant at the moment and properties are not as affordable as they were. We have completed purchases in 2021/22 and have 7 more in solicitor's hands.

It is therefore recommended within this report that a carry forward of £1million be actioned and carried forward, £500,000 to 2022/23 and £500,000 to 2023/24. Funds will be accelerated if required at future cabinet cycles.

Subsidiary Companies and Joint Ventures

HRA Decent Homes Programme

The Decent Homes programme of works has been reviewed by South Essex Homes and budgets have been reprofiled to reflect spend to date and current full year forecasts.

£423,000 of accelerated deliveries is also included within this report in relation to the Decent Homes programme specifically in relation to Common Area improvement works and Health and Safety works. This is to correct carry forwards previously actioned.

Contractors are now on site to begin the Balmoral Estate Improvement and Structural works. The first block is due to complete at the end of March 2022 or the beginning of April 2022. There are three tower blocks that are affected by the works so it is expected that the scheme will continue well into financial year 2022/23. It is requested that £1.185 million of this funding be carried forward to 2022/23 in order to reflect the current programme of delivery.

Included within this report is a virement to move £270,000 from the Tower Blocks Boroughwide Annunciation System project which is currently under review. This funding has been moved to the Balmoral Estate Improvement and Structural works to fund a shortfall within this budget.

Housing Infrastructure Funding

This is Homes England funding and is time limited. The monies can be drawn from Homes England when required but is dependent on the activity of Porters Place Southend-on-Sea LLP.

Having received an updated spending plan from the LLP, included within this report is an accelerated delivery of £500,000 from 2022/23 to 2021/22.

The Council are currently in discussions to extend the funding availability period. The spend deadline is currently March 2023 and we are looking to extend this to December 2023. Following the outcome of these discussions the £14 million budget in future years may need to be reprofiled.

Better Queensway Energy Centre

This is funding from the Local Enterprise Partnership (LEP) and the Council have an agreement with the LEP that money comes to us and we will pass it on to Porters Place Southend-on-Sea LLP as and when they draw it down.

The funding relates to the upgrade of the infrastructure to improve resilience of energy networks as part of the Better Queensway development.

The Council have applied to the SELEP accountability board for an extension to the funding deadline until September 2022. As a result of this extension a £1.1million carry forward is requested so that the budget profile matches the reprofiled spend submitted by the LLP.

3. Progress of other schemes

General Fund

General Fund Housing

The Empty Homes Strategy continues to be worked on whilst the service await the outcome of a Job Evaluation process to help improve the capacity of the team. It was proposed that the remaining budget would be used to make loans to property owners to do the capital works needed to bring the homes into a decent homes state. The uptake of this hasn't been at the pace expected so a request is included in this report to carry forward £25,000 from 2021/22 to financial year 2022/23.

The Housing and Development Pipeline Feasibility project has focused on smaller housing sites and development works. The contract with our advisors who were working on this has now been terminated and therefore spend has slowed significantly. It is therefore requested within this report that a carry forward of £100,000 be actioned moving funds into financial year 2022/23.

Social Care

Final Capital works are underway in relation to the scheme that purchased 90 Caulfield Avenue for the provision of Children's Residential Services. The project is therefore complete and included within this report is a deletion of £87,000 as this budget is no longer needed.

Schools

The School Conditions work programme has progressed well throughout 2021/22 with a number of projects complete or planned to complete over the remaining scheduled Half Terms of this financial year. Included in this report is a virement request to move budget for the Future conditions project to a new project set up for Kitchen works at Eastwood Primary.

Funding has been made available under the Special Provision Capital Fund to increase the number of specialised places in specialist or mainstream schools. Southend on Sea Borough Council have identified three autism resource bases to be built within schools in the borough. These projects required Department for Education approval.

Works at Temple Sutton Primary are now complete. Works at Blenheim Primary were initially delayed by COVID-19 but are now progressing well with a September 2022 scheduled opening date. Tenders have been awarded for works at Southend High School for Boys with a programme of works due to start early in 2022.

Based on this update, included in this report is a request to carry forward £169,000 from 2021/22 into 2022/23 to enable the capital project budget profile to reflect the revised programme of works.

Enterprise and Regeneration

Infrastructure Feasibility Studies is a project linked to the delivery of the Local Plan. As a result of a revised procurement plan it is not expected that these works will begin until 2022/23. To reflect this change, it is requested that the remaining budget of £48,000 be carried forward into 2022/23.

Culture and Tourism

A thorough review of projects took place at the recent challenge meetings held in December.

Projects within this portfolio have progressed well during this financial year. A number of them have been completed or are near completion and will therefore be delivered by the end of March 2022.

£44,000 is included within this report as deletions in order to remove budget that is no longer required.

The main works of the building at the Cart and Wagon Shed are now finished and we are now in the defects liability period. Any potential payments are therefore likely to be in future financial years as the council works through this period. To reflect this, it is requested in this report that £132,000 be carried forward from 2021/22 into 2022/23.

The Council have received some external funding that is being used to replace ageing lights at the indoor Tennis Centre and Garons Leisure Centre. These works are underway but are unlikely to be complete by March 2022. It is therefore requested in this report that £13,000 be carried forward from 2021/22 to 2022/23 to reflect the delivery of these works.

There have been some additional emergency works required on Southend Dive Pool Flooring and in order to fund this an additional £86,000 budget has been allocated from the Priority Works budget. This request has been included within the virement section of this report.

Community Safety

The CCTV project is well underway. Cameras have been purchased and installed around the borough. Testing of the system is also taking place and associated works are being carried out by City Fibre. It is expected that some of the final works will be completed in 2022/23 and therefore a carry forward request of £250,000 is included in this report.

The Security Measures scheme is progressing well and is expected to complete by the end of this financial year.

Highways and Infrastructure

The outcome of recent capital challenge meetings has led to the further review of some projects. In light of this review carry forward requests totalling £462,000 is included in this report:

It is requested that £192,000 be carried forward to 2022/23 for the provision of the Active Travel Plan – Tranche 2. This is funded through external funding from the Department for Transport (DfT) who have agreed that this funding can be used in future years. Some of the works planned within this programme require future Cabinet decisions so this revised profile will reflect the timing of the project delivery.

It is requested that £150,000 be carried forward to 2022/23 in relation to Bridge Strengthening works as we await Marine Management Organisation (MMO) licences and planning permission when it is hoped that works can then be completed in financial year 2022/23.

A carry forward of £100,000 into financial year 2022/23 for the Traffic Signs Upgrade Scheme is requested in this report whilst we await the outcome of the feasibility study in relation to car parks and signage.

It is requested that £20,000 be carried forward to 2022/23 when works will be completed in relation to the Vehicle Restraint Replacement scheme.

Works have begun on the Groyne Field Refurbishment project. The winter beach processes have uncovered more damage than previously expected on the Groyne Refurbishment programme. Due to the immediate need for this work to continue and be completed £275,000 has been transferred from the Priority Works budget and has been included within the virement section of this report.

Works to Property

The Fire Improvement Works have been completed throughout a number of council buildings during the year including an extensive programme at the new Beecroft building.

The Property Refurbishment Programme is also progressing well and the current programme for 2021/22 is expected to be delivered within budget.

Planned works at Aviation Car Park have not progressed as planned due to delays in planning. Discussions continue with Rochford Council and in order to reflect this delay a carry forward request of £384,000 is included within this report. It is requested that these funds are carried forward to 2022/23.

Works within the Civic Campus - Efficient Use of Space project are ongoing and good progress has been made in relation to spend required on infrastructure to support future ways of working. It is unlikely that the full budget available within the programme will be utilised in 2021/22 due the timing of delivery and availability of required equipment. It is requested that £90,000 is carried forward from 2021/22 to 2022/23 in order to reflect the current programme of works.

Virements included in this report include £361,000 allocated from Priority Works. £86,000 additional funds have been allocated to Southend Dive Pool Flooring - Emergency Works and £275,000 additional funds have been added to the Groyne Field Refurbishment Programme.

Energy Saving

Work is still underway to review the Energy Saving capital projects and funding available to the Council currently within the Capital Investment Programme.

Early works have identified two projects that can be moved from the main Capital Programme into the "Subject to Business Case section". This relates to two projects for Solar Panels. It is requested that £1,282,000 be moved to the Subject to Business Case section of the programme whilst the review of the projects continues. £173,000 from 2021/22, £600,000 from 2022/23 and £509,000 from 2023/24.

S106/S38/CIL

Various S106, S38 and CIL schemes have been reviewed.

£8,000 in relation to Street Furniture Improvement is included in the deletion section of this report as the scheme is complete and budget no longer required.

£49,000 of new External Funding has been received in relation to various CIL schemes and have been included as New External Funding within this report.

Housing Revenue Account

HRA Affordable Housing Acquisitions Programme

Within the programme there is a Housing and Development Pipeline Feasibility Project which is a rolling programme required and used to identify pipeline work. The spend of this budget is dependent on the preliminary works required and there are some survey works programmed for this financial year but it is requested that some of these funds be carried forward into future financial years to enable the utilisation of funds. £255,000 is included in this report to be carried forward from 2021/22 to 2022/23.

4. Requested Changes to the Capital Investment Programme

Carry Forwards to Future Years - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Local Growth Fund - A127 Growth Corridor	(150)	150				0
ICT - Connected and Smart	(150)	150				0
N3 Connectivity in the Civic Building	(39)				39	0
Empty Homes strategy	(25)	25				0
Housing and Development Pipeline Feasibility - GF	(100)	100				0
Affordable Housing Acquisitions Programme	(1,000)	500	500			0
Housing Construction Scheme - Land Assembly Fund (S106)	(356)	356				0
Housing Construction Scheme - Phase 5/6 feasibility (S106)	(20)	20				0
Business World - Bank Reconciliation Module Improvements	(4)	4				0
Infrastructure Feasibility Studies	(48)	48				0
Cart and Wagon shed	(132)	132				0
Chalkwell Park and Priory Park Tennis Courts	(13)	13				0
Civic Campus - Efficient Use of Space	(90)	90				0
ICT - Cybersecurity	(130)	130				0
ICT - Childrens and Adults Social Care - Implementation of ContrOCC modules	(207)		105	102		0
Victoria Centre	(40)	40				0
Better Queensway - Programme Management	(150)	150				0
Housing and Development Pipeline Feasibility - HRA	(255)	255				0
Council Affordable Housing Development (Phase3) - Shoebury	(515)	(219)	734			0
Aviation Way Car Park	(384)	384				0
Special Provision Capital Fund	(169)	169				0
Zebra Crossing Surfacing Replacement	(24)	24				0
Challenge Fund - Bridge Strengthening	(150)	150				0
DfT Active Travel - Tranche 2	(192)	192				0
Traffic Signs Upgrade	(100)	100				0
Junction Protection	(170)	170				0
Car Park Resurfacing	(188)	188				0
Vehicle Restraint Replacement	(20)	20				0
Parking Signage Replacement	(100)	100				0
Local Growth Fund - Southend Town Centre Interventions	(896)	896				0
Car Park Improvements	(50)	50				0
Leigh Port	(220)	(660)	880			0
CCTV Equipment Renewal	(250)	250				0

Total Carry Forwards - programme to be delivered by the Council **(6,337)** **3,977** **2,219** **102** **39** **0**

Carry Forwards to Future Years - programme to be delivered by subsidiary companies and joint ventures

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Balmoral Estate Improvement and Structural works	(1,185)	357	828			0
Better Queensway Energy Centre	(1,100)	1,100				0

Total Carry Forwards - programme to be delivered by subsidiary companies and joint ventures **(2,285)** **1,457** **828** **0** **0** **0**

Accelerated Deliveries - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Airport Business Park (including Local Growth Fund)	2,500	(2,500)				0

Total Accelerated Deliveries - programme to be delivered by the Council **2,500** **(2,500)** **0** **0** **0** **0**

Accelerated Deliveries - programme to be delivered by subsidiary companies and joint ventures

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Common Areas Improvement	341	(341)				0
Environmental Health and Safety works	82	(82)				0
Housing Infrastructure Funding	500	(500)				0
Total Accelerated Deliveries - programme to be delivered by subsidiary companies and joint ventures	923	(923)	0	0	0	0

Additions to the Programme - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
ICT - Technology Device Refresh	94					94
ICT - Stabilise the Estate	42					42
Software Licencing	10					10
Cliffs Pavilion - Levelling up Funding		1,015	775	25		1,815
City Beach - Levelling up Funding		383				383
Total Additions to the Programme - programme to be delivered by the Council	146	1,398	775	25	0	2,344

Deletions from the Programme - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
CIL Ward NA – Thorpe – Street furniture improvement	(8)					(8)
Housing Construction Scheme - Phase 2	(3)					(3)
Parks Feasibility and Options Appraisals	(24)					(24)
Sidmouth Park - Replacement of Play Equipment	(8)					(8)
Wheeled Sports Facility Central Southend Area	(12)					(12)
Children's Residential Care Provision	(87)					(87)
Total Deletions from the Programme - programme to be delivered by the Council	(142)	0	0	0	0	(142)

Virements between schemes - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Balmoral Estate Improvement and Structural works	270					270
Tower Blocks Boroughwide Annunciation System	(270)					(270)
Bathroom Refurbishment	(23)					(23)
Common Areas Improvement	490					490
Central Heating	(84)					(84)
Roofs	(233)					(233)
Windows and Doors	(308)					(308)
Sprinkler System Installation Pilot	(10)					(10)
Tower Blocks Boroughwide Annunciation System	18					18
Environmental HandS works	150					150
Essential Crematorium/Cemetery Equipment	(1)					(1)
Pergola Walk Memorial Scheme	1					1
Future condition projects Post 10 11	(15)					(15)
Eastwood Primary - kitchen works	15					15
Virements already actioned						
Priority Works	(361)					(361)
Southend Dive Pool Flooring - Emergency Works	86					86
Groyne Field Refurbishment Programme	275					275
Total Virements between schemes - programme to be delivered by the Council	0	0	0	0	0	0

New External Funding - programme to be delivered by the Council

Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
CIL Ward NA – Chalkwell – Chalkwell Speedwatch	1					1
CIL Ward NA – Eastwood Park – Rochford Corner power connection	1					1
CIL Ward NA – Milton – Milton railway bridge artwork	4					4
CIL Ward NA – Prittlewell – Priory Park fountains restoration	25					25
CIL Ward NA – St Laurence – Street sign cleaning	1					1
CIL Ward NA – St Laurence – Eastwood Community Centre replacement water heaters	2					2
CIL Ward NA – Thorpe – Southchurch Bowls Club Irrigation System	9					9
CIL Ward NA – Belfairs – Belfairs Memorial Bench	2					2
CIL Ward NA – St Laurence – Eastwood Community Centre LED lighting project	4					4
Leigh Port - Levelling up Funding	4,000	8,140	2,050			14,190
Cliffs Pavilion - Levelling up Funding	420	5,925				6,345
City Beach - Levelling up Funding	75	307				382
Total New External Funding - programme to be delivered by the Council	4,544	14,372	2,050	0	0	20,966

Transfers to 'Subject to Viable Business Case' section from main Capital Investment Programme - programme to be delivered by the Council

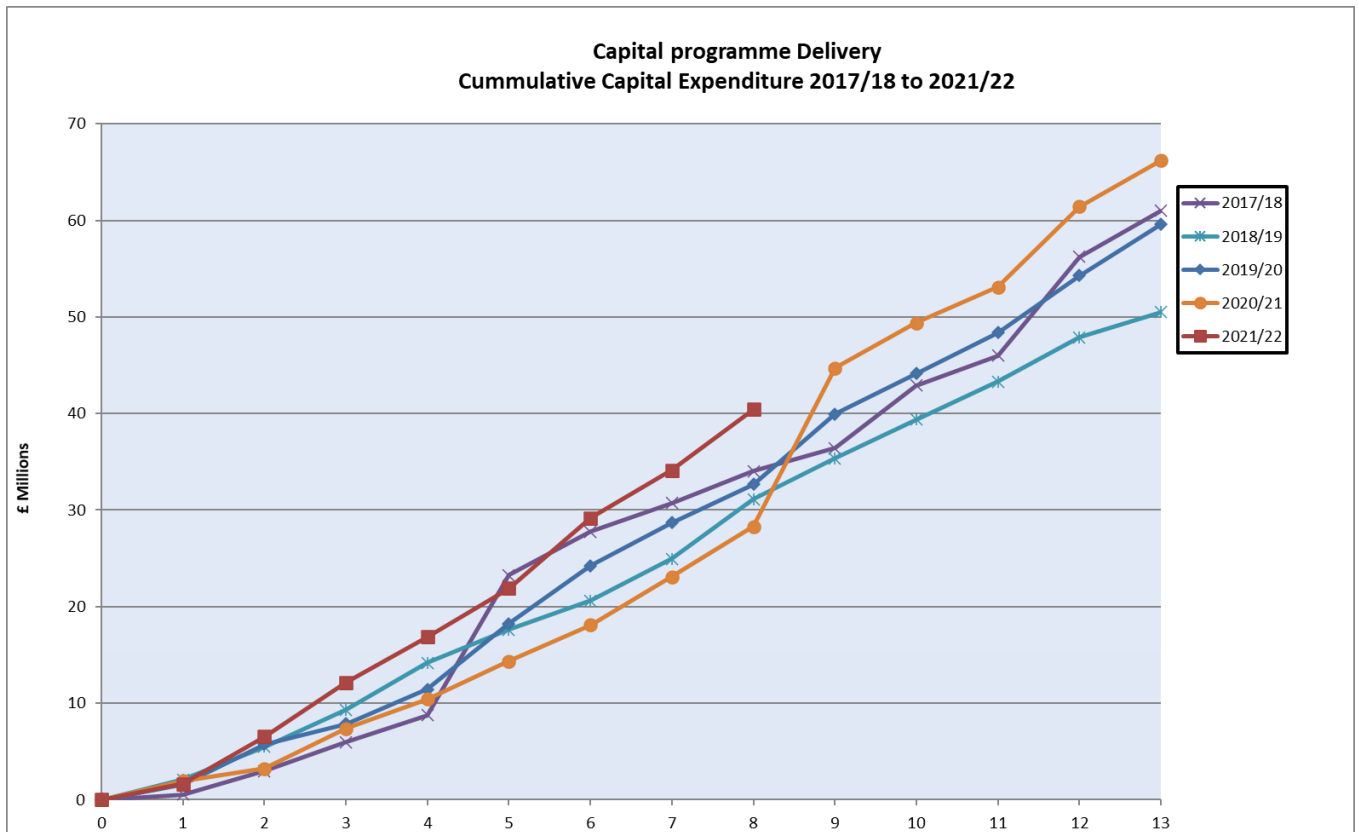
Scheme	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 Budget £000	2025/26 and future years Budget £000	Total Budget (all years) £000
Schools and Council Buildings Solar PV	(73)	(200)	(73)			(346)
Solar PV Projects	(100)	(400)	(436)			(936)
Total Transfers from 'Subject to Viable Business Case' Section - programme to be delivered by the Council	(173)	(600)	(509)	0	0	(1,282)

5. Summary of Capital Expenditure at 30th November

	Original Budget 2021/22 £000	Revisions £000	Revised Budget 2021/22 £000	Actual 2021/22 £000	Forecast outturn 2021/22 £000	Forecast Variance to Year End 2021/22 £000	% Variance
General Fund Housing	827	132	959	280	834	(125)	29%
Social Care	6,735	(248)	6,487	5,237	6,400	(87)	81%
Schools	1,953	(269)	1,684	895	1,515	(169)	53%
Enterprise and Regeneration	7,681	872	8,553	3,917	10,815	2,262	46%
Southend Pier	6,748	(1,513)	5,235	2,916	5,235	-	56%
Culture and Tourism	940	707	1,647	454	1,544	(103)	28%
Community Safety	2,199	1,228	3,427	1,337	3,177	(250)	39%
Highways and Infrastructure	25,398	(955)	24,443	11,937	22,678	(1,765)	49%
Works to Property	3,114	(336)	2,778	1,092	1,943	(835)	39%
Energy Saving	713	(308)	405	93	232	(173)	23%
ICT	3,012	1,729	4,741	3,016	4,357	(384)	64%
S106/S38/CIL	372	294	666	236	707	41	35%
TOTAL PROGRAMME TO BE DELIVERED BY THE GENERAL FUND	59,692	1,333	61,025	31,410	59,437	(1,588)	51%
	-	220	220	2	4,495	4,275	1%
TOTAL PROGRAMME TO BE DELIVERED BY THE GENERAL FUND - FUNDED BY THE LEVELLING UP FUND	-	220	220	2	4,495	4,275	1%
Council Housing New Build Programme	5,679	(3,455)	2,224	668	1,330	(894)	30%
Council Housing Acquisitions Programme	3,173	3,495	6,668	3,404	5,413	(1,255)	51%
Council Housing Refurbishment - Disabled Adaptations	770	(55)	715	333	715		47%
TOTAL PROGRAMME TO BE DELIVERED BY THE HOUSING REVENUE ACCOUNT	9,622	(15)	9,607	4,405	7,458	(2,149)	46%
Council Housing Refurbishment	9,318	354	9,672	3,393	8,910	(762)	35%
Enterprise and Regeneration	1,250	3,300	4,550	1,225	3,950	(600)	27%
TOTAL PROGRAMME TO BE DELIVERED BY SUBSIDIARY COMPANIES OR JOINT VENTURES	10,568	3,654	14,222	4,618	12,860	(1,362)	32%
Council Approved Original Budget - February 2021 Programme to be delivered by the Council	79,882						
General Fund Housing	132						
Social Care	(248)						
Schools	(269)						
Enterprise and Regeneration	1,092						
Southend Pier	(1,513)						
Culture and Tourism	707						
Community Safety	1,228						
Highways and Infrastructure	(955)						
Works to Property	(336)						
Energy Saving	(308)						
ICT	1,729						
S106/S38/CIL	294						
Council Housing New Build Programme	(3,455)						
Council Housing Acquisitions Programme	3,495						
Council Housing Refurbishment - Disabled Adaptations	(55)						
Programme to be delivered by Subsidiary companies or Joint Ventures							
Council Housing Refurbishment	354						
Enterprise and Regeneration	3,300						
Council Approved Revised Budget - June 2021	85,074						

Actual compared to Revised Budget spent is £40.435M or 48%

6. Capital Programme Delivery



Year	Outturn £m	Outturn Against Budget %
2016/17	48.8	89.0
2017/18	61.0	95.0
2018/19	50.9	96.7
2019/20	59.5	83.8
2020/21	66.1	81.0

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Executive Director (Children and Public Health)

to

Cabinet

on

13th January 2022

Report prepared by Brin Martin, Director of Education
and Early Years

Reference from Council, 12 July 2021 – Independent Peer Review into SEND Provision

People Scrutiny Committee
Cabinet Member: Councillor Laurie Burton
Part 1 (Public Agenda Item)

1. Purpose of Report

This report presents the findings and recommendations in full from the Local Government Association (LGA) Independent Peer Review Report into the SEND and Children with Disability (CWD) services. In addition, it indicates at a high level what the local authority is going to do to drive the necessary changes in order to improve services to residents and their families.

At its meeting on 27th July 2021, cabinet agreed to commission a review following the decision at Full Council meeting on the 12th July 2021 requesting a review into both services.

The full LGA report is attached as appendix 1 and a proposed high level implementation plan for the LA's SEND and CWD service, responding to the recommendations is attached as appendix 2.

2. Recommendations

2.1 Cabinet is asked to

1. Note the contents of the LGA report;
2. Accept all the recommendations made by the LGA peer review team (Appendix one, section two);
3. Agree the Implementation Plan (Appendix two) in response to the recommendations in the LGA peer report;
4. Refer the matter to the People Scrutiny Committee for consideration.

3. Background

- 3.1 Following the motion to the Extraordinary Council meeting on 12th July 2021, seeking an independent investigation of SEND/CWD services, the Cabinet asked officers at its meeting on 27th July 2021 to work with the portfolio holder and shadow portfolio holder for Children and Learning to commission an independent review. To ensure that the review had cross party support and

input, the portfolio and shadow portfolio holders agreed the scope of the review and agreed that the LGA should be asked to conduct the review.

- 3.2 Officers used the agreed scoping document to work with the LGA to commission the review. As a result of those discussions, it was agreed that the review would look into four areas of the work of the council:
1. The one residual area of joint commissioning from the OFSTED/CQC Written Statement of Action (WSoA) revisit in June 2021.
 2. The procedures and thresholds for assessment at the CWD Service.
 3. The procedures relating to education health and care needs assessment.
 4. The council's engagement with all parents and carers.
- 3.3 The review took place between 23rd and 26th November 2021. The review team of seven spent four days on site, and included significant professional experience as Executive Directors, Director of Children's Services, Education, SEND leads, health and social care senior officers, plus a Cllr/ Council Leader and a member of a Parent Carer Forum.

The robust process included scrutiny of documentation submitted in advance, data, and workshops and interviews with different stakeholders, including:

- Four separate sessions with different parent groups, the membership of which was selected by those groups.
 - Three sessions with elected members.
 - Three sessions with representatives from education settings.
 - Sessions with governance partnership boards for SEND.
 - Several meetings with relevant officers from appropriate teams.
 - Meetings with senior staff from CCG.
 - Scrutiny of documentation, policies, and procedures.
 - Observation of meetings.
 - Detailed scrutiny of cases.
- 3.4 Following initial verbal feedback at the conclusion of the review, the LGA presented their report in late December 2021, which is reproduced in full in appendix one.

4 Summary findings from the full report (appendix one)

- 4.1 The full report focussed on the four areas identified in the original scoping document, and in addition included comment on the leadership and governance of SEND. In summary, against the four areas, the team fed back during the week, and included in the report, recognition of the continued improvement in provision by the council (as part of the area SEND partnership).

The report recognised strong cross party political will to support further improvements in SEND services, and continued improvement since the initial inspection in 2018 and the subsequent 2021 WSoA SEND/CQC revisit report. In particular, reference was made to several of the council's SEND teams, such as SENDIASS and Educational Psychology, as well as commenting on effective processes in place for services such as EHCP panel, for example.

In addition, the team recognised that the area SEND partnership had confidence in the area leaders to move the agenda further forward.

The council, its elected members and officers, are both committed to and determined in their efforts to continue the improvements since 2018. As such we welcome the finding from this LGA peer review as a further way of ensuring that we are engaged in a continual process of self-improvement in order to provide better services to children and their families with SEND.

- 4.2 However, against the specific areas of focus, whilst the team broadly supported the work the council is undertaking, it did identify that the council could improve services further in a number of recommendations. Several of these formed “themes”, which are set out below.

How the council communicates

- 4.3 The review team felt that from the perspective of parents and families, several of the policies and documents were over complex and not parent friendly. They recommended that the council should over time review how it communicates with parents through the use of a simpler, common language that made the complex processes involved with SEND more accessible and understandable. This includes the new, draft strategy, yet to be published.

As a result, the council will systematically work with parent groups to help the co-production of all existing and future policies, over time, to ensure that they are accessible, clear and understandable.

In this way, parents should be able to clearly see and understand what services are available and how they can access them simply and quickly.

Accessing higher threshold services (CWD/EHCP)

- 4.4 The team were clear that when need reached the threshold for services accessed through either the CWD or through an EHCP the support provided was of a high quality.

However, the team also commented that where a child was not eligible for these services, the support available was unclear and inconsistent, especially in relation to the provision in schools. This relates to the point the team made about how well some schools promote, and how well parents understand, what the LGA team referred to as the “graduated response”. This is the incremental levels of support that should be available for a child in school in order to meet a child’s needs at the earliest opportunity, be that at SEN support or indeed prior to a need being formally identified.

Their view was that schools, supported by the local authority, should do more to ensure that the level of support, a graduated response, or ordinary available offer, is clear, understandable, and delivered as an entitlement.

As a result, the council will work with schools and other services to make clear to parents what is available to support their child’s needs within class through the ordinary available offer that should be accessible in all schools. We will work

with schools to ensure that parents are made aware of the “ordinary available offer” within their child’s setting, and how this is provided by the school.

In this way, parents can be assured that their child receives the appropriate and timely level of support that they need, at the earliest opportunity. That is, receiving the right support at the right time. This will mean that the child’s needs are met as part of the school’s provision, or, if the process of an application for an EHCP is already underway, that their child receives the appropriate support pending the formal adoption of an EHC plan.

EHCP needs Assessment

- 4.5 The peer team scrutinised a wide range of evidence to consider the high level of “refusal to assess” in relation to EHCP needs assessment. Whilst it supported the overall processes involved, through a process of triangulation, the team concluded that as a council we refuse too many assessments in relation to our statistical neighbours. In some cases, the team felt that the decision on whether to assess or not is impaired due to a lack of evidence in the paperwork provided by either schools, health practitioners or parents to make the assessment.

Where it is apparent that evidence is missing ahead of the assessment panel, every effort is made to work with the relevant party to secure evidence within the allotted six week period. However, even though this lack of evidence is “procedural”, such as the evidence was not forthcoming in time for the meeting, without the relevant documentation the panel have no option other than to refuse to assess. In these cases, the council will continue to make best endeavours to contact the school, parent or health practitioner to secure the relevant evidence as soon as possible, and that the reapplication is fast tracked to the next available panel meeting. Whilst this will still result in a failed needs assessment, it is highly likely to be successful at the next meeting.

In addition, the council will conduct a review of the total process/flow involved leading up to the decision of assess/not assess for an EHCP. This will include the panel process, and in particular the situation where a lack of evidence precludes the processing of the assessment.

Engagement with families

- 4.6 In relation to the councils work with all parents and families, the situation as seen by the team was mixed. A number of parents spoke positively about services, including those services provided by SSIF and SENDIASS.

However, the team found that a number of parents feel unsupported by services and their voices unheard. The review team identified that parents want to be equal partners, individually and strategically including in the co-production of EHCPs and at SEN Support level. In addition, a smaller number of parents remain angry and upset about their experiences, and the team urged the council to find ways of addressing this.

In part, they felt that this could be addressed through more accessible and clearer communication on what a parent can be entitled to, rather than being seen to have to “battle” to receive services.

As a result, the council will strengthen its engagement with both SEND parents groups, and individuals, in order to ensure that the experiences of all families receiving SEND and CWD support is positive, and that they are involved from the start as partners. In addition, we will review how the Council and its staff communicate with children and young people and their parent / carers, including through the local offer website, to ensure that messages are clearer and easier to understand that they are currently.

Although not appearing as a specific recommendation, the council will also strengthen its engagement to ensure that the voice of the child is loud and clear, including listening and acting upon their experiences a first-hand user. This will build on the early work already started with some of the school based pupil "councils" that have already informed some of the later work.

Training

- 4.7 The team made several references to the challenges that councillors, ward members and officers face when dealing with constituent queries, especially where those are of a more challenging nature. They made reference to seeing things from a family's perspective, especially when there has been protracted dialogue previously.

As a result, the council will determine what the needs of elected members, and members of staff are, in order to respond to residents' queries more effectively, and put in place a rolling programme of training for current and newly elected members in order to better enable them to signpost to services and respond to queries quickly and simply.

Next steps

- 4.7 The team made 15 recommendations, which, subject to cabinet approval, are accepted in full. Some of these recommendations are relatively quick to resolve, whilst others will require more time to develop and implement solutions.
- 4.8 In order to address and ensure that all recommendations are implemented in a timely way, a high-level implementation plan has been drafted, and will be implemented subject to cabinet approval. This implementation plan (appendix two) sets out the actions, success measures and timescales for each of the recommendations. If accepted, progress against the implementation plan will be monitored through the regular meetings of the Children's Services Improvement Board.

4. Other Options

Not relevant

5. Reasons for Recommendations

To allow cabinet to consider the findings from the Independent review and the proposed actions in response to the recommendations and the report.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map
Opportunity and Prosperity and Safe and Well

6.2 Financial Implications

Due consideration will be given to the report and its recommendations. Several elements of the report have implications for the current capacity of the council staff, and by inference that of the area partnership. Full scrutiny will be given to the report and subsequent work will be undertaken in considering any financial implications as a result.

6.3 Legal Implications

In addition to the scrutiny undertaken as part of the initial OFSTED/CQC revisit, and the particular focus of areas of the peer review (3.2.2-3), the team were asked to consider any legal implications of this work during the review. There were no legal implications raised as part of the review.

6.4 People Implications

None, other than the potential capacity issues above (6.2)

6.5 Property Implications

None

6.6 Consultation

N/A

6.7 Equalities and Diversity Implications

N/A

6.8 Risk Assessment

There is no requirement for formal risk assessment as part of the report. However, all aspects of SEND provision within the area partnership is risk assessed as part of its governance.

6.9 Value for Money

N/A

6.10 Community Safety Implications

N/A

6.11 Environmental Impact

N/A

7. Background Papers

OFSTED/CQC SEND revisit letter June 2021
<https://files.ofsted.gov.uk/v1/file/50164993>

8. Appendices

Appendix one, LGA Peer review report (December 2021)
Appendix two, High level recommendations implementation plan

Southend-on-Sea Borough Council Special Educational Needs and Disabilities (SEND) Peer Challenge

23rd November – 26th November 2021

Feedback Report

1. Executive Summary

There is a commitment across political parties to improve Special Educational Needs and Disability (SEND) services in Southend-on-Sea which should provide the drive to challenge and scrutinise progress. Improvements have been made since the Ofsted/Care Quality Commission (CQC) inspection in 2018 and the recent reinspection confirmed progress in three out of the four areas identified in the Written Statement of Action. There is confidence from partners in the leadership of education including children's services, and there is a strong parent voice to shape service provision and delivery. The pandemic has developed some positive partnership relationships which will be important in moving forward.

There needs to be a common language and understanding of what the SEND Strategy will deliver which is understood by everyone, most importantly by parents. Schools need to be challenged and supported to be more inclusive and work with parents to ensure that children with additional needs receive the right support, particularly through SEN Support. In addition, the early help offer, including short breaks, needs to be better communicated so that families understand the range of support available to them. A strength-based approach should be taken and a focus on what can be provided rather than what can't.

There is work still to be done in relation to joint commissioning and it is recognised that to ensure things are done properly, progress may be slower. There is a good working relationship between partners, in particular with the Southend SEND Independent Forum (SSIF) who are seen as equal partners and are at the forefront of co-production. The Neuro-development pathway development is a good example of this.

Families who receive support from the Children with Disabilities Team are positive. Staff care about the children and families they are working with and take a child-centred approach. However, to access support the assessment process is through a safeguarding lens. This is causing frustration and a degree of fear and mistrust for families who feel their parenting is called into question. Families are often left without support at a time when they are in crisis as a result of not meeting the criteria. Children and young people with mental health needs are not always able to access support which is causing additional strain on families. Lifelong support for some families is needed where there is a child or children with additional needs.

Long waiting times for an Autism Spectrum Disorder (ASD) or Attention Deficit Hyperactivity Disorder (ADHD) diagnosis means that families are often struggling to manage the home and school situation. Professionals would benefit from neurodiversity training to help them understand what the impact of this means for family life whether or not there is a diagnosis and how the most appropriate support can be provided.

Short breaks are available and easy to access, although the grant is smaller than in many other councils. Greater investment in short breaks may prevent higher costs at a later stage, for example if there is a breakdown in the provision of care at home.

The Education, Health and Care Needs Assessment Panel make decisions following well-structured discussions and there is evidence of learning and development across partners. Through analysing a range of data, complaints, tribunal decisions and observation of the panel there are too many needs assessments being refused. This is often due to lack of evidence in paperwork, particularly when it is a parental request to

assess. There needs to be a consistent understanding of the graduated approach in schools and good communication between schools and parents to reduce this number.

Restructuring of the Special Educational Needs (SEN) team in education has led to an improved relationship with parents and carers. There is a commitment to person-centred planning, but some parents feel the current process is mechanistic and lacks empathy and understanding in relation to children and families.

The work of the Education Psychology service is highly valued and is seen as caring, understanding and approachable. There is scope to use this experience and knowledge to embed co-production across the partnership.

The Special Educational Needs and Disability Information Advice and Support Service (SENDIASS) is well regarded by parents and carers but there are some concerns regarding impartiality due to the line management arrangements by the Council's SEN service. Consideration needs to be given to changing this in line with the Minimum Standards for SEND Information, Advice and Support Services.

Families told the peer challenge team they have to battle for services and if they could see what the route was it would feel easier to navigate. The different parent and carer groups in Southend provide a range of support to parent and carers of children with SEND and this is valued. The Southend SEND Independent Forum (SSIF) is beginning to make a difference at a strategic level and those involved feel listened to.

However, not all parents in the various groups the peer team saw feel listened to or seen as equals around the table. There should be a mutually respected relationship between all partners, including parents and there is an opportunity to co-produce a set of expectations around relationships.

The children and young people in Southend spoke positively about the range of activities available to them. However, it was difficult to see the involvement of children and young people with SEND in some parts of the service and how they shape provision. Co-production with children at all levels needs to be explored, including through schools.

A small number of parents are angry and distressed about their lived experiences and the historic lack of support. Complaints are not always being resolved to the satisfaction of these parents and this is causing levels of distress and trauma for those involved. Relationships are being compromised and the Council, in collaboration with partners need to find ways to address this as it is hindering the continued improvement of services as resources are diverted to addressing the significant number of complaints.

The Council and its partners have a significant challenge to build trust and confidence with this group of parents and families.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

- **Enable the Portfolio Holder to regularly sample casework as part of the performance monitoring and quality assurance process** – This will ensure that the Portfolio Holder has oversight of some of the issues for children and

young people with SEND and their families. Auditing the casework will bring their lived experiences to the fore.

- **Consider developing training to specifically look at cross-party scrutiny and challenge of SEND and working with residents with SEND issues –** Councillors have both professional and personal knowledge of SEND and this can be used in cross-party scrutiny. Additionally, ward members have casework where SEND is an issue and support to enable them to handle this appropriately will be helpful.
- **Use the feedback from the peer challenge to refresh the draft SEND Strategy –** The document needs to put children, young people and their families at the heart of everything and be written in a way that professionals, parents and children can all understand. Using the communication expertise in the Council will ensure that the language used is appropriate for all audiences.
- **Consider how to increase the pace of support and challenge to schools and settings to firmly embed the graduated response –** Special Educational Needs Support (SEN Support) in schools is inconsistent leading to some children not having their needs effectively identified or met at the earliest opportunity. It is important that the inclusion work across all schools means no child is left behind
- **Develop clear timescales and outcome measures for the joint commissioning roadmap –** The current roadmap is not sufficiently detailed to track progress and impact.
- **Ensure there is a clear system wide understanding of the graduated response –** The role and responsibilities of schools and settings in identifying and meeting needs should be clearly articulated for schools, multi-agency partners and most importantly parents and carers.
- **Review, update and rewrite the threshold of need document and ensure everyone understands the pathway –** The pathway to access SEND services at all levels is not universally understood and the route to the Children with Disabilities Team is through a safeguarding lens which is not always appropriate.
- **Introduce specific training for staff working in SEND on Neurodiversity –** Children and young people who are neuro-diverse are often subject to an assessment which is then closed, and families are signposted to other services or information. This is causing distress to the families who are seeking support to meet the needs of their children. Increasing the understanding and awareness of neurodiversity across the workforce would ensure that needs were accurately identified and support provided at the earliest opportunity.
- **Carry out an audit of children and young people where neurodiversity is a possibility to identify if services are being wrapped around the child and family in a timely way or whether support needs to be provided differently –** Some families are being bounced between services or signposted elsewhere when seeking support. Ensure there is strong multi-agency working to co-ordinate support around those where neurodiversity is a possibility. Early support could prevent longer term, intensive support and reduce distress in families.
- **Strengthen the early help offer for children with disabilities and clarify where short breaks sit within the whole Children With Disabilities (CWD) service –** The early help/ SEN support offer is not consistently recognised by

parents as an intervention offer. Whilst there are a number of activities that families can access as a short break, it isn't clear how this support forms part of a package of care for a family.

- **Consider the level of seniority of the chair of the Resource Allocation Panel** -The panel is currently chaired by a Team Manager. A chair from the service at a more senior level would ensure that all partners are held to account appropriately, so that decisions are taken at the right level.
- **Consider moving the SENDIASS service outside the SEND/CWD service to ensure impartiality and compliance with standard 1.5 of the Minimum Standards for SEND Information, Advice and Support Services** – There is a view from some parents that as SENDIASS is managed by the SEND Service it is not able to be completely impartial.
- **Consider training and support for staff, councillors and other partners to strengthen resilience across the workforce** – Staff, elected members and partners need to be emotionally equipped to carry out their work as they are often subject to experiences that will cause distress in their roles.
- **Incorporate learning from complaints as part of the quality assurance system to drive improvement work** – A formal mechanism to look at complaints around SEND will enable the Council to look at themes and issues which can be analysed to inform future improvements.
- **Develop a trauma informed approach for those families who are angry and distressed about their experience** – A number of families in Southend have, historically, had difficult experiences trying to access support for their children and young people. This has left some experiencing anger and distress about their lived experience and these families need to be supported to work through the trauma.

3. Summary of the peer challenge approach

The fundamental aim of a peer challenge is to help councils and their partners reflect on the provision in the local area for children and young people with special educational needs and/or disabilities, in consideration of the Children's and Families Act 2014, the Equality Act 2010 and the Special Educational Needs and Disabilities Regulations 2014 and the SEND Code of Practice 0-25 2015. This was a very focussed peer challenge on the Council's specific key lines of enquiry.

It is important to remember that a peer challenge is not an inspection; it provides a critical friend approach to challenge the Council in assessing its strengths and identifying its own areas for improvement. The approach involved reviewing the, documentation and data; sampling education, health and care needs assessment requests, children's social care cases; interviewing elected members, senior leaders across the partnership, parent/carer groups, parents, children and young people and staff from a range of SEND services and schools. It is important to recognise that the findings are based on this range of activity. Southend-on-Sea Council is encouraged to reflect on what the findings mean in relation to the area as a whole and how partners can be involved in the improvement work relating to this peer challenge.

The peer team

Peer challenges are delivered by experienced officer and elected member peers. The make-up of the peer team reflected the Council's requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and their participation was agreed with the Council.

The peers who delivered the peer challenge at Southend-on-Sea Borough Council were:

- Lead peer – Sarah Newman, Executive Director Bi-Borough Children's Services, City of Westminster and Royal Borough of Kensington and Chelsea
- Member Peer – Councillor Grace Williams, Leader, London Borough of Waltham Forest
- Parent/Carer Peer – Pete Ruse, Chair of Family Voice Calderdale
- SEND & Health Peer – Sam Barron, SEND Strategic Lead, Northumberland County Council & Designated Clinical Officer, Northumberland Clinical Commissioning Group (CCG)
- Education Peer – George Gilmore, LGA Associate and former Special School Headteacher
- Children's Social Care & SEND Peer – Amanda Checkley, LGA Associate with Children's Social Care and SEND expertise
- Challenge Manager – Jill Scarr , LGA

The process

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 3.5 days onsite at Southend-on Sea Borough Council, during which they:

- Spoke to more than 110 people including a range of Council staff together with councillors and partners, children and young people. The peer challenge team saw parents and carers in a number of different groups including the Southend SEND Independent Forum, Little Heroes, SEND The Right Message and parents supported by SENDIASS. Where parents and families are mentioned in the report, this relates to the views shared by those we spoke to, approximately 30 parents. Wider work would need to be undertaken by the council to ascertain whether the views and experiences of families the peer challenge team spoke to are representative of the majority of families accessing different services.
- Gathered information and views from more than 27 meetings, additional research, reviewing a small number of cases and reading documents provided by the Council.
- Collectively spent more than 300 hours to determine their findings – the equivalent of one person spending more than 8 weeks in Southend-on-Sea.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (23rd – 26th November 2021). By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

4. Scope and Focus

The peer challenge focused on five key areas, four of which were key lines of enquiry provided by the Council. It is important to state that this peer challenge focused on the Council and not the wider local partnership although there are some cross-cutting themes which related to schools and health. The report includes the good practice we heard about and areas which the Council might want to consider further.

Themes:

- Leadership and governance of SEND.
- The progress made to address joint commissioning, the remaining area of weakness from the original Written Statement of Action. This will take into account specific points that Ofsted/CQC determined that the area had either made insufficient progress, or that the pace of progress was too slow.
- The work of the Children with Disabilities Service, including when initial requests for assessment had been refused; whether thresholds and criteria are appropriate; consideration of the outcomes of any tribunals over the past 36 months and a view of the Council's policy and practice in this area.
- Scrutiny of the process around, and the relative performance of EHCP needs assessments, and the implications of these decisions. In particular in the build up to, and in the first 6 weeks if approved. This includes the number of initial requests for assessment refused; whether thresholds are appropriate; consideration of the outcomes of any tribunals over the past 36 months and a view of the Council's policy and practice in this area.
- How the area has engaged with all families of children with SEND to ensure that their voice is both heard and informs the area partnership work more generally.

5. Main Findings

5.1. Leadership and governance of SEND

There is a commitment across political parties to improve SEND services in Southend-on-Sea. This gives the Council an opportunity to maximise the experience of elected members, both professionally and personally, through cross-party scrutiny. This will ensure that all elected members can see improvements to the service and challenge areas where improvement is needed and drive the necessary changes. The expectations of councillors' roles in relation to scrutiny and challenge needs to be strengthened to enable this. In addition, training for ward members would help them work with residents who have issues regarding SEND services, as part of their casework role and help clarify expectations about how casework will be responded to.

It is clear that the Council (and its partners) have made improvements to SEND services since the Ofsted/CQC inspection in 2018. At the reinspection in May 2021, three out of the four areas in the Written Statement of Action had been addressed.

The Portfolio Holder for Children and Learning is developing an ambitious new agenda for children after being appointed in May 2021. Regular sight of cases relating to SEND as part of the quality assurance process will provide insight into the lived experiences of families and enable him to challenge and support the service.

Leaders across the partnership of education, health and social care are motivated to create a joined-up, outward looking offer of support for children and young people with SEND and their families. The pandemic has helped to develop relationships across the partnership. The approach of the new Executive Director of Children's Services is welcomed and considered positive by partners. Similarly, the Director of Education's approach to SEND and commitment to the wider partnership, is seen as positive.

A strong, simple vision with a common language shared by all partners would enable everyone to understand what the SEND strategy and provision of services will look like in Southend. There is a need to get the basics right and promote a culture which supports children, young people and their families based on what can be offered to meet need. This must include school leaders as important partners in developing and delivering this vision.

There are some secondary schools with resource provision and others working with the local authority to develop enhanced provision but there is still work to be done to improve inclusion in schools, particularly at secondary level. The peer challenge team were told 'it is a very difficult borough to be a child with additional needs'.

Across leaders, partners and services, ambitions for children and young people are not clearly and consistently articulated, and there is a question around whether wanting to provide a good SEND service is enough for Southend's children and young people.

The Children's Improvement Board, chaired by the Leader of the Council, now incorporates scrutiny of SEND. The work of the board and oversight of the newly developed SEND dashboard will enable all partners, including elected members, to provide challenge by monitoring progress and the impact of service improvement.

However, there is a challenge for Elected Members and senior leaders across the partnership to increase trust and confidence with parents and families. This should be through clear communications and focus on how the Council and its partners can support families in a better way. Developing an approach to regular meetings between elected members and parents as part of a wider approach to working with children and families will help to build trust.

5.2. Joint Commissioning

There is a recognition by all partners of the amount of work still to do to successfully use joint commissioning for SEND services. There is a balance between wanting to make rapid progress and ensuring that it is done properly, particularly around co-production.

The joint commissioning group have a vision to build the trust and respect of the whole SEND community, to look at families as a whole, not just individuals within families, and

to provide support to prevent escalation. This should provide the guiding principles for future joint commissioning.

Southend SEND Independent Forum (SSIF) are equal partners in developing joint commissioning and are holding the Council and its partners to account.

Working relationships between partners are now well established and are offering support but most importantly constructive challenge. There is more professional curiosity about how things can be done differently.

The voice of the child will be at the centre of six projects going forward as part of the joint commissioning SEND Roadmap. However, clear timescales and measurable outcomes for all parts of the Roadmap are needed to demonstrate progress and impact. The current plan is not specific enough and needs to be tightened up.

In November 2020, the on-line Southend-on Sea SEND profile and data tool was launched. It provides a base to inform joint commissioning priorities. It provides a range of evidence including school census, attainment and social care data. This will ensure that information is kept live and continually reviewed so commissioning decisions are always made on the most up to date information.

The Neuro-developmental pathway which is due to be launched in early 2022 has been developed through co-production with parents and carers. This co-production has been at all levels, strategically and operationally, including the writing of guidance for parents about the pathway and the development of referral forms for schools, health and parents.

There is a need to better articulate and strengthen the offer of help at the earliest point across education, health and social care, particularly at SEN Support level. Everyone needs to understand what the offer is and what their role is in ensuring that needs are met. Parents and carers should understand what the offer is, and how it will work for their children. Partners, including schools should know what they are expected to do to meet individual needs, and how this should be communicated to parents and carers.

Working with all partners, including parents and carers, the local authority should develop an agreed definition of co-production and how it will work in practice. There are different levels of participation, including giving information, consultation and co-production and it is important to define what each method of participation is so everyone is clear from the beginning. This should also include ways of communicating, use of a common language and shared ownership of the strategy.

5.3. Reflections on the Draft SEND Strategy

The SEND Summit was held in May 2021 to develop the SEND strategy and there were contributions from partners, families through SSIF and the voluntary sector. The draft SEND Strategy has been developed but it needs to be more explicit around how the needs of children, young people and their families are to be met. The SEND Strategy should put children, young people and their families at the heart of everything, and parents and carers must be valued as equal partners at all levels of the strategy.

A way forward will be to co-produce a single strategy that clearly communicates families' lived experience and references a strengths-based approach to work with children and families. It should outline what can be provided rather than what can't and lessen the use of signposting or referring on. It should be written in a language that

everyone understands. It may be helpful to use the Council's communication experts to assist with this.

All partners should understand their contribution to the successful delivery of the strategy using a common language. Currently different services use different ways of saying things and this can cause confusion for families. There is no need to have separate versions of the strategy for different groups.

Once the SEND Strategy is agreed, the Delivery Plan to turn strategy into action should be published on the Local Offer so everyone can see it, track progress and hold the Council and its partners to account.

5.4. Work of the Children with Disabilities Service

When families are able to receive support from the Children with Disabilities Team following assessment, they are positive. Staff in the team are child-centred, and clearly care about the children and families with whom they are working. The capacity in the team has been increased and the team has the right level of training and experience to meet the needs of children and young people with SEND. The current co-location of the team with Health at The Lighthouse is seen by the team as positive and should enable sharing of good practice and joint working.

However, the service pathways are set up with safeguarding children at the centre, with access through the Early Help Front Door, Multi-Agency Safeguarding Hub (MASH) and the Assessment and Intervention Team. Keeping children safe from harm is essential, but using this pathway for children with additional needs or disabilities is creating mistrust, fear and frustration for families who require support. Some parents felt judged and blamed by some services, that they are seen as poor parents and had to be in crisis to get help. The peer challenge team saw that documents were written from a legal perspective and that Liquid Logic, the local authority's social care case management system, has been set up from a safeguarding angle. Southend is not unique in using this pathway and a recent report published by Cerebra¹ - 'Institutionalising Parent Carer Blame' reflects many of the experiences the team heard from parents. Cerebra found this is a theme across a number of local authorities and Southend is in a good position to lead the way to a better, more inclusive system.

The language of assessment to determine support under Section 17 of the Children Act 1989, which is about supporting children in need, should avoid reference to safeguarding. The threshold of need document should be reviewed, particularly at Tier 3 'in need of support' which encompasses early help and statutory support under the Children Act 1989

The views of parents, and the sample of case records viewed, supported the need for the pathway to access support for children and families to be rewritten and looked at from the child and family's perspective. Some families to whom the peer challenge team spoke had not received support, often over a long period of time, and in some cases, this was generational. Some children with violent and challenging behaviour do not currently meet the criteria for the Children with Disabilities Team and there is a perception that this means that their needs, and those of their family, may not be met. Similarly, older children and young people with mental health needs are not always able

¹ [Institutionalising Parent Carer Blame](#)

to access effective support, and there is a cycle of referrals back and forth between the Children with Disabilities Team and the Emotional Wellbeing and Mental Health Service (EWMHS). There needs to be a greater understanding and agreement across schools, the Council and health services of the pathways to emotional wellbeing and health service in order that needs do not remain unmet.

Children with ASD and ADHD often have to wait a long time for a diagnosis, historically, in some cases this has been years. The waiting times for assessments have recently improved but timescales for initial appointments are still high. There is a perception and, in some cases a reality, that support can or will only be provided when a diagnosis is obtained. Families to whom the team spoke are often struggling to manage the home and school situation with what they feel is little or no support. As a result, a number of parents had commissioned diagnostic assessments privately. Professionals should have neurodiversity training to gain a better understanding of what this means for children, young people and their families, with or without a diagnosis. The training will help professionals ensure that the right support is being provided and that the families do not reach crisis point.

Some families need life-long support, not because there are safeguarding issues, but because they have a child or children with high additional needs. The practice of opening assessments, signposting, closing and re-referral is unhelpful and frustrating for families.

Eligibility for services should enable families to receive the right support at the right time and assessments should provide gateways to the appropriate support rather than be seen as gatekeeping.

Parents have been positive about the Short Breaks available and have said it is easy to access the annual £500 grant, although consideration needs to be given about the level of this grant. Benchmarking with other councils will highlight the levels of grant elsewhere. By increasing the grant as part of the early help offer there is an opportunity to 'invest to save'. This means if there is greater investment in short breaks this could prevent higher costs in other services if, for example there is a family crisis or breakdown in the provision of care in the home.

The Children with Disabilities Service could include both early help and statutory pathways and, where possible, parents should be given the choice. Short Breaks could be managed as part of the service so parents receiving services will feel that they are getting the right support from the team and it is a more holistic approach.

The language and tone of policies and procedures should reflect what is or can be offered, rather than a framework of signposting which is perceived as unhelpful. In some documents it feels like people are being pushed away. One example being The Children with Disabilities Eligibility Criteria.

There is a question around whether the Resources Allocation Panel is chaired at the right seniority level. Currently it is chaired by a Team Manager. Chairing of the panel at a more senior level will assist the development of challenge and accountability for support services.

5.5. Education, Health and Care Plan Needs Assessments (EHCNA)

There is a strong, multi-agency EHCNA panel, with clear terms of reference and decisions are made following well-structured discussions. The panel is additionally

supporting learning and development across partners by sharing expertise and knowledge, and encouraging thoughtful discussion.

Through triangulating data, complaints, and observation of EHC Needs Assessment panel, the sampling of panel decisions and the outcome of tribunals, there is a clear indication that too many needs assessments are being refused. Southend has significantly higher 'refusal to assess' numbers in comparison with both the national figure and the local authority's statistical neighbours. In some cases, the decision on whether to assess or not is impaired due to a lack of evidence in the paperwork, particularly when parents have requested an assessment. Very often, the Council is saying no to an assessment and that needs can be met from existing resources (ordinarily available provision), but parents perceive that this is not always happening. Work to develop a consistent understanding and implementation of the graduated approach in mainstream schools with strong communication between schools and parents could potentially reduce this number. A review of tribunal decisions shows that in 5 out of 7 cases, parents' claims were upheld where the local authority refused to assess. The team are of the opinion that the Council refuses too many assessments.

An analysis of requests for assessments, particularly from parents may highlight themes that can be used in identifying need at an early stage. This should feed into the joint commissioning of early help services in education, health and social care. Of the 10 needs assessments reviewed by the peer team, 6 out of 10 were parental requests and all were declined. Of these, 5 mentioned possible or actual ASD or ADHD. Potentially, these children and their families may still be in need of some form of support.

The restructuring of the SEN team in education and the recruitment of more experienced staff is leading to improved relationships with parents and families through clearer communication, effective support and engagement. The team is passionate in wanting to meet the needs of children and support parents. One comment was 'I know the power of a conversation with a parent... allows them to express their frustration and enables you to end up on the same page.' There is a real commitment to person centred planning within the Education Health and Care Plan (EHCP) process. However, some parents feel that the process is mechanistic and lacks understanding and empathy that children and families are involved.

The graduated approach to SEN Support is not consistently understood, used and evidenced by all schools. The Council could look at ways of providing more support and challenge to schools to empower them to meet needs at SEN Support. The peer team heard that some schools do not understand their legal obligations and the need to make reasonable adjustments for children with disabilities, and in some cases children's needs are not identified early enough. Parents do not always recognise what SEN Support is, and the threshold of a 2.5 - 3 year developmental gap to evidence the need for an EHCP is not appropriate. The Council should ensure that parents are aware of the graduated approach and support schools to effectively work with parents and carers and embed the principle of co-production.

Social and emotional needs are not always addressed by schools if age-appropriate attainment levels are being reached. This highlights the need for clear sensitive communication with parents and carers about SEN processes, timelines and outcomes. The peer team received feedback from parents and other partners that the document, 'Southend Shared Expectations', which outlines what is expected of schools, is not fully understood or implemented.

There is a strong Special Educational Needs Co-Ordinators (SENCO) network with termly meetings, an annual conference, and a telephone advice line. Advisory SENCOs quality assure support plans and EHCPs and provide follow up support for a small number of schools.

In order to reinforce the Council's inclusion agenda, there is a need to develop co-produced 'ordinarily available provision' and increase the support and challenge for all schools to implement this. This would provide schools, settings, parents and carers with a clear understanding of what provision parents and carers can expect a mainstream school to provide for children with SEND from within their own resources.

The peer challenge team were told by a range of staff, both internal and external to the Council, as well as parents and carers, that the Education Health and Care (EHC) Hub was not user-friendly and accessible. The Hub was introduced to provide transparency across partners and for parents to input their views. Parents are signposted to the Local Offer for support using the Hub through a link. This is another example of where the Council could do more pro-active work with parents rather than signposting them to a link on the Local Offer.

Decision making guidance for the EHC Needs Assessment panel does not describe the actions following a decision 'not to assess', this is an omission that needs to be rectified so parents and carers are clear about what happens next. Sensitivity around the timing of advising parents of a 'not to assess' decision is needed and should avoid Fridays or before Bank Holidays where access to support in these situations may be limited.

The timescales for EHCP completion have significantly improved since the Ofsted inspection in 2018 and have been sustained over a number of years.

5.6. Engagement with all families of children with Special Educational Needs and Disabilities

The Southend SEND Independent Forum (SSIF) is involved at a strategic level to improve services and the peer challenge team heard that this was a significant improvement. The Forum has taken a real step forward and is beginning to make a difference. The SSIF feel listened to. One parent said 'the parent carer forum has given me confidence – it enables me to take a step back'. SSIF actively engage in regional and national networks.

Parents, through a number of different groups, gave their feedback about their experience of SEND services. The groups included the SSIF, Little Heroes, SEND The Right Message and parents supported by SENDIASS. A number of parents feel unsupported by services and their voices unheard. Parents want to be equal partners, individually and strategically including in the co-production of EHCPs and at SEN Support level. The parent groups the team met all provide a range of support to parents and carers of children and young people with SEND.

The SENDIASS service is well regarded by parents and carers, providing good quality information and empowering families to challenge decisions. In addition, they provide training for both parents and partners.

The line management of SENDIASS by the SEN Service is seen by some parents and carers as undermining its independence and this may be causing a level of mistrust. Consideration could be given to changing the line management arrangement to address this so that it complies with standard 1.5 of the Minimum Standards for SEND

Information, Advice and Support Services (Department of Health and Social Care and Department for Education)²

The work of the Educational Psychology Service is highly valued by partners and parents who have accessed the service. The peer challenge team were told that the service cares, is understanding and approachable and go over and above to help. There is an opportunity to utilise the expertise, experience and knowledge within the service to support embedding co-production strategically across the partnership.

The children and young people that the team spoke to said they enjoy living in Southend and they can access a range of activities, including performing arts and life guard roles. The peer challenge team heard of a SEN support group in one of the schools and that it was important for the young people to be with others who could support them.

It was difficult to see the involvement of children and young people in some parts of SEND Services. One comment was that 'The voice of the child is the quietest voice'. There was no evidence of a systematic process for the voice of children and young people with SEND to shape provision and influence decisions. This is an area that should be explored in terms of co-production at all levels, including schools.

Written and verbal language needs to be clear, respectful and non-judgemental – this refers to both providers and users of services. Parents feel that they are not always seen as equals around the table and that professionals know better. Examples where improvements could be made are around how parents are addressed, and asking parents and carers what they would like to be called e.g. can first names be used instead of 'Mum' or 'Dad'. The art of compassionate, verbal communication is key. There should be mutually respectful relationships between all partners, and it would be helpful for professionals and parents to co-produce the expectations of these relationships.

Parents spoken to are saying they have to battle for services – one parent gave an analogy of a minefield versus the maze at Priory Park. The maze has low hedges so you can always see your way through it but the SEND journey is often unknown and it would be less of a battle if you could see where you need to go.

Parents are asking for support to be provided at the earliest stage and this should be within the school or setting, but the systems and processes are often barriers to this support. One parent said 'when we ask for help it's the end of a long process – we've done a lot of work already – when we ask for help it's because we need help'.

There is a lack of corporate learning from complaints in relation to those raised around SEND. By analysing the complaints, common themes can be spotted and can be used to drive improvement,

Parents, carers and young people report that the Local Offer website has significantly improved since a review was undertaken after the Ofsted/CQC inspection in 2018. However, it requires further improvement in terms of navigation and up-to-date information as parents struggle to find information and the information is not always well written or parent or child friendly.

A small number of parents from different parent groups and forums expressed anger and distress about their lived experiences and the lack of support from services, in

² Minimum Standards for SEND Information, Advice and Support Services (DHSC & DfE)

some cases, historic. This is leading to numerous complaints, which are not, in some parents' views being resolved satisfactorily. This is creating a level of distress which is compromising relationships and trauma for everyone involved – parents and staff, elected members and the parent carer forum. The Council and its partners (including Ofsted, the Care and Quality Commission and the Department for Education) have tried to address these issues with parents over a number of years. This has included using external mediation. The Council and its partners are willing to find an appropriate resolution and have expressed a wish to work with parents. There is an urgent need to address this.

6. Next Steps

The Local Government Association would be happy to discuss how we could help you further through the LGA's Principal Adviser, Rachel Litherland, telephone 07795 076834 or e-mail Rachel.litherland@local.gov.uk and Andrew Bunyan, the Children's Improvement Adviser, telephone 07941 571047 or e-mail andrew@abdc.co.uk

Thank you to everyone involved for their participation. In particular, please pass on thanks from the peer challenge team to Emma Baldock and the rest of the team for help prior to the peer challenge and during the on-site phase. We would also like our thanks to be passed to all the parents, carers, children and young people who told us about their experiences which have helped us develop our findings.

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SEND Peer Review Recommendations, high level implementation plan DRAFT 1

No	Recommendation (verbatim)	Summary actions	When (2022)	Who	Measure of success
1	Enable the Portfolio Holder to regularly sample casework as part of the performance monitoring and quality assurance process	<ul style="list-style-type: none"> Establish access to files/samples PFH undertakes first review of a sample of case files PFH samples files on quarterly basis 	Jan Jan Wef Feb onwards	GB	<ol style="list-style-type: none"> PHF reports back to CSIB on a quarterly basis Portfolio Holder has oversight of lived experiences and reports findings to CSIB
2	Consider developing training to specifically look at cross-party scrutiny and challenge of SEND and working with residents with SEND issues	<ul style="list-style-type: none"> Needs analysis undertaken with all elected members (current members Feb/new members July) Incremental training programme devised in conjunction with member services Training delivery confirmed Regular programme of training established on a rolling programme 	Feb/July March March April/July	BM	<ol style="list-style-type: none"> Feedback on training confirms members needs met Councillors feel better equipped in dealing with ward SEND issues Fewer complaints received by Cllrs
3	Use the feedback from the peer challenge to refresh the draft SEND Strategy	<ul style="list-style-type: none"> Current content fully reviewed Co-production from student voice commissioned Parent groups consulted Format/scope of revised strategy confirmed Strategy for adoption by appropriate governance in place SBC cabinet sign off new strategy 	Feb Feb March April May July	GB	<ol style="list-style-type: none"> New strategy formally published (contingent upon cabinet)
4	Consider how to increase the pace of support and challenge to schools and settings to firmly embed the graduated response *intention is to merge 4&6	<ul style="list-style-type: none"> Southend Shared Expectations/SEND provision guidance document simplified and promoted Schools engaged and active in improving wider inclusion project Build on the new continuum of need at SEN support when published by the DfE later in 2022 (align to wider inclusion project, with its own <i>operational plan and measures</i>) 	May June DfE contingent April	BM	<ol style="list-style-type: none"> Schools graduated offer published on their websites Graduated offer as focus on SENDCo network and QA visits Where lack of evidence of graduated support identified, Advisory SECOs intervention Scrutiny of all OFSTED inspection reports indicates degree of comment regarding SEN support Over time, % pupils identified on SEN support increases (metrics to be agreed) When project active, increase 5 schools signed up to inclusion charter on a month by month basis
6	Ensure there is a clear system wide understanding of the graduated response *intention is to merge 4&6				
6a	<i>*Reduce the number of "refusal to assess" at initial stages of EHCNA decision</i> *Not a PR team recommendation, but clear from body of the report	<ol style="list-style-type: none"> Review undertaken of data and process mapping for panel assessment and procedures Clear guidelines produced for pre panel evidence gathering and expectations Process reinforced to commission/secure missing evidence ahead of panel with relevant stakeholders Processes made clear to schools and parents 	March April April May	LM	<ol style="list-style-type: none"> Number of instances of missing evidence reduces over time RTA reduces as a result of new measures put in place month on month

5	Develop clear timescales and outcome measures for the joint commissioning roadmap	<ul style="list-style-type: none"> Roadmap reviewed and revised to includes clear timelines and outcomes Roadmap signed off by SSSPB/Joint Commissioning Board Accelerate Progress Plan (DfE/NHSE) meetings report progress in joint commissioning Progress of roadmap tracked by SENDOPPs 	March April Quarterly wef Jan 2022 6 times a year	CMc	<ol style="list-style-type: none"> Revised roadmap in place DfE sign off remaining WSoA relating to joint commissioning
7	Review, update and rewrite the threshold of need document and ensure everyone understands the pathway	<ul style="list-style-type: none"> New pathway document reviewed and redrafted and consulted on by CWD team Two orientation events run for parents Publish new threshold and pathway document on the Local Offer site 	March April May	AP	<ol style="list-style-type: none"> Feedback from parents indicates pathway clear and understood
8	Introduce specific training for staff working in SEND on Neurodiversity	<ul style="list-style-type: none"> Work with parent groups to co-produce new training for area staff on Neurodiversity Programme of training devised and implemented 	March April	GB	<ol style="list-style-type: none"> All relevant staff complete training by July Feedback from training indicated needs are met
9	Carry out an audit of children and young people where neurodiversity is a possibility	<ul style="list-style-type: none"> Clear picture established on number open/closed cases Audit workshop to identify issues from parents perspective takes place Guidelines developed with parents to inform future identification and support 	Feb March April	GB	<ol style="list-style-type: none"> Cases indicate that early help reduces the need for intensive support over time
10	Strengthen the early help offer for children with disabilities and clarify where short breaks sit within the whole Children With Disabilities (CWD) service	<ul style="list-style-type: none"> Research, review and report on current processes to CSIB Cabinet approve new proposals for short breaks New processes publicised on the Local Offer website and implemented 	March July July	AK	<ol style="list-style-type: none"> More families access short breaks
11	Consider the level of seniority of the chair of the Resource Allocation Panel	<ul style="list-style-type: none"> DSWEHYS identifies and implements new chair of RAP 	Feb	AK	<ol style="list-style-type: none"> New chair in place
12	Consider moving the SENDIASS service outside the SEND/CWD service	<ul style="list-style-type: none"> Members of SENDIASS and SBC HR team consulted New appropriate line management arrangement identified Implement the new line management arrangements Communicate new arrangements 	Jan Jan Feb Feb	BM	<ol style="list-style-type: none"> SENDIASS under new management
13	Consider training and support for staff, councillors and other partners to strengthen resilience across the workforce	<p>Aligned to recommendation 2</p> <ul style="list-style-type: none"> Training programme for area, including members established Relevant officers and members identified and invited Resilience feature in all relevant staff supervisions 	March March April	GB	<ol style="list-style-type: none"> Staff/members feel better equipped to manage their respective roles Staff supervision reports greater resilience

		<ul style="list-style-type: none"> Rolling programme for existing staff implemented Training forms part of induction for new staff and members, in relation to resilience when dealing with ward members 	April Aug		
14	Incorporate learning from complaints as part of the quality assurance system to drive improvement work	<ul style="list-style-type: none"> Formal learning review process established Quality Assurance learning informs all future processes and decisions Learning also taken in conjunction with wider council complaints and that of the area partnership 	April May May	LM	<ol style="list-style-type: none"> Learning used to improve any future policy/practice Report summary of complaints and actions at each SENDOps Reported through existing annual complaints report
15	Develop a trauma informed approach for those families who are angry and distressed about their experience	<ul style="list-style-type: none"> Other authorities experiences and approach to trauma Informed practice researched Parent groups consulted on an appropriate third party to co-produce a way forward Trauma informed training for particular staff involved introduced 	March May June	APD	<ol style="list-style-type: none"> Number of repeat complaints reduces over time

Glossary

QA quality assurance

SENCo Special Educational Needs Coordinator

RTA Refusal to assess

CSIB Children's Services Improvement Board

SSSPB Southend SEND Strategic Partnership Board

DfE Department for Education

NHSE National Health Service England

WSoA Written Statement of Action

CWD Children with Disabilities

DSWEHYS Director Social Work, Early Help and | Youth Services

RAP Resource Allocation Panel

SENDIASS SEND Information and Advice Support Service

SBC Southend Borough Council Human Resources

SENDOps SEND operations Board

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Southend-on-Sea Borough Council

Report of Executive Director Adults and Communities
to
Cabinet

13 January 2021

Report prepared by: Benedict Leigh,
Director of Commissioning

Agenda
Item No.

Southend Care Limited Contracts 2022-2031

Relevant Scrutiny Committee: People
Cabinet Member: Councillor Cheryl Nevin
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To provide cabinet with the details and seek approval for the proposed ten year contract with Southend Care Limited to delivery adult care services.

2. Recommendations

- 2.1 **Cabinet is recommended to agree that Southend-on-Sea Borough Council should enter into a 10-year agreement with Southend Care Limited, as detailed in this paper.**

3. Background and Context

- 3.1 Southend Care Limited is a wholly owned Local Authority Trading Company of Southend Borough Council. It was established in April 2017 initially for the purpose of transferring several in-house services providing social care and support to residents in Southend.
- 3.2 Southend Care Limited is now an adult social care provider, delivering services across the broad range of types of service – including support at home, daytime support, and residential care – to people with a range of needs – including older people, and adults with learning disabilities and mental health problems.
- 3.3 Southend Borough Council will be commissioning four broad categories of care from Southend Care Limited – support at home, daytime support, residential care, and provider of last resort support.
- 3.4 These services will cost £8.7m in 2022/2023 and the proposed value of commissioned services with Southend Care Limited over the next 10 years has a combined value of approximately £95m.

4. Services

4.1 **Support at Home** consists of support provided to people in their own home, which enables independence and may also be delivered by the council as in the case of supported living. Services in this category are:

- Southend Reablement Services (Reablement)
- Southend Reablement Service (Contingency Homecare)
- Shared Lives
- Supported Living (Spencer House and West Street)
- Extra Care Housing (Westwood and Longmans)

4.2 **Daytime Support** consists of support, primarily for people with learning disabilities, to take part in meaningful and constructive activities. Services in this category are:

- Making it Work
- Project 49
- Viking Day Centre

4.3 **Residential Care Homes** provide accommodation as well as 24-hour personal care and support for older people and adults who struggle to live independently, but do not need nursing care. Services in this category are:

- Brook Meadows House (short term)
- Brook Meadows House (long term)

4.4 **Provider of Last Resort** capacity is capacity in the delivery and management of care that steps in in contingency situations and where there is market failure.

4.5 Each of these services are described in detail below:

4.5.1 **Southend Reablement Service (Reablement)**

The service will offer a therapy led approach to reablement, focusing on supporting people to move to independence to help them connect back to their community and take ownership of key areas of their lives to reduce need for ongoing long-term support where possible. Taking:

- A Restorative approach: the learning or re-learning of skills or behaviours, improving confidence and increasing motivation.
- A Compensatory approach: finding a way around a functional difficulty, including adapting the environment and/or using assistive technology, telecare and/or equipment.

4.5.2 **Southend Reablement Service (Contingency Homecare)**

Southend Reablement Service will also provide delivery of ordinary homecare packages for people who have been refused by all other providers. These are likely to be complex challenging situations with ongoing social work / occupational therapy support needed in the risk management of these packages.

4.5.3 **Shared Lives**

The Shared Lives Service is a care and support service which provides accommodation and/or care or support inside and outside the Shared Lives carer's home. The service is for people 16+ who want to live independently in their community, with the support of a family and community network. It is an alternative to supported living or residential care. Shared Lives carers also provide short breaks or day support as an alternative to traditional respite care.

4.5.4 **Supported living (Spencer House and West Street)**

Spencer House and West Street are Supported Living Schemes for adults with learning disabilities. These services support up to 42 tenants to live independently in a variety of accommodation including individual flats and cottages as well as in shared houses.

4.5.5 **Extra Care Housing (Westwood and Longmans)**

Longmans and Westwood provides 30 units of extra care accommodation to people with varied care and support needs to maximise independence, increase choice, opportunity, social inclusion, and community links. The properties are owned by Southend Borough Council and managed by South Essex Homes and comprise of two units, each with 15 self-contained flats, and with the support of staff on site 24/7. Care and support is based on the assessed needs of each person living at the scheme, with the aim of meeting individually identified outcome.

4.5.6 **Making it Work**

This employment service provides people with learning disabilities the opportunity to access all types of employment, including voluntary, work experience and paid employment. The Service works in partnership with public sector agencies (including Jobcentre Plus) to work together to ensure that people are provided with the specialist support needed to enable them to access existing publicly funded employment and training services, wherever possible.

4.5.7 **Project 49**

The service provides day services to adults with learning disabilities and associated needs with a focus on healthy lifestyles, wellbeing, and community inclusion, offering a range of activities to support individuals to learn, challenge and exceed the boundaries placed on their perceived disabilities. An emphasis of independence is at the forefront of care and support. Individuals are recognised for their skills and abilities they hold and encouraged to attain their goals to increase self-fulfilment.

4.5.8 **Viking**

The service provides day services for vulnerable adults with profound and multiple learning disabilities. The service supports individuals in improving their quality of life by supporting them to take greater control of their own life and encourage them to remain as independent as possible, encouraging individuals to participate in stimulating, engaging, and rewarding activities. The service supports individuals to lead a fulfilling life, help them to maintain a healthy lifestyle, and promote and enhance effective personal support networks.

4.5.9 **Brook Meadows House (short term)**

The service for short term residential care at Brook Meadows House provides short stay (intermediate) care provision using a therapy led model of support focused on Active Recovery and support for self-management, which moves away from the traditional illness/condition focused delivery model to a more person-centred approach with an emphasis on the outcomes that matter to the individual.

4.5.10 **Brook Meadows House (long term)**

The service for long term residential care at Brook Meadows House provides residential care for older people who may need support with a variety of need including dementia, frailty, and complex needs. The home will provide full board,

personal care, staffing on a 24-hour basis, and meaningful day time and evening social activities, understanding the lives of residents and supporting them with appropriate support and activities.

4.5.11 Provider of Last Resort

As provider of last resort Southend Care Limited will provide staffing and care management capacity in the event of provider failure / closure / safeguarding concerns across a range of settings (care homes, supported living, home care, and day services). These services may be funded by Southend Borough Council and costs may be levied against providers, as allowed in contracts, where this is necessary. Southend Care Limited will also provide staffing and care management capacity and at points of system escalation and/or to manage system pressures. This additional capacity will be directed and supported by Southend Borough Council.

5. Partnership

5.1 A partnership agreement is in place with Southend Care Limited (Appendix 2). The strategic objectives of the partnership as set out in the partnership agreement are to:

- Develop and deliver a portfolio of services that meet the current and future needs of the people of Southend
- Ensure there is a 'provider of last resort' for the Care Quality Commission/Ofsted regulated provider market,
- Promote quality assurance and improvement initiatives to the Southend care sector
- Support the financial sustainability and health of Southend Borough Council and Southend Care Limited
- Ensure services within the portfolio become increasingly more cost effective
- Ensure all service are rated by either Care Quality Commission or Ofsted as 'Outstanding',
- Develop Southend Care Limited as a transformation engine for delivering changes
- Support the South Essex Care and Health Trade Association (SECHA)

6. Development

6.1 In line with the partnership agreement Southend Borough Council expect Southend Care Limited to work collaboratively to develop services that meet the needs of the residents of Southend, whether their care is funded by the authority, or they fund their own care.

6.2 Key developments over the next year for SBC and SCL are:

- The opening of Brook Meadows House, a 60 bedded residential care home, with 30 short term beds, and 30 long term placements (including 15 for self-funders)
- The creation of a focused reablement service providing reablement across the borough
- The creation of a homecare offer for self-funders
- Development of the shared lives service to increase the number of long-term placements supported

7. Other Options

7.1 Other options were considered in reviewing the service offer. These options included bringing the services back into direct local authority control, and offering the services to the private, independent, and voluntary sector market.

In housing

7.2 The rationale for the creation of Southend Care Limited remains valid and has not changed. In housing these services would create significant additional cost to the authority and would present risks to effective focused services delivering excellent care to people. For these reasons in housing the services is not recommended

Open Market Offer

7.3 Some services included in the overall contract have previously been offered to the open market (supported living and extra care housing) and tenders have not resulted in a viable offer from the market.

7.4 It would be extremely challenging to outsource the provider of last resort capacity, and this can be seen by the ability of Southend Care Limited to step up rapidly over the pandemic with the provision of a designated setting for people discharged from hospital with covid-19.

7.5 Some services may have viable market providers at some point and this will be kept under review. The nature of the contracts with the provider mean that market capacity and best value will be kept under review, enabling the ability to go to the market with elements of the contract where these make sense.

7.6 For this reason an open market offer for all of these services at this point is not recommended.

8. Reasons for Recommendations

8.1 The recommendation is that **Southend-on-Sea Borough Council should enter into a 10-year agreement with Southend Care Limited, as detailed in this paper.**

8.2 The reason for this recommendation are that

- The services provided - support at home, daytime support, residential care, and provider of last resort support – are necessary for the residents of Southend
- The partnership with Southend Care Limited and the development plans in place offer substantial value to the authority and to the residents of Southend.
- The Council's Best Value duties, in financial terms best value is evidenced through the economy, efficiency and effectiveness of service delivery.

9. Corporate Implications

9.1 ***Contribution to Southend 2050***

The contract between Southend Borough Council and Southend Care Limited will contribute to:

Safe and Well

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

Active and Involved

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

9.2 ***Financial Implications***

- 9.2.1 The proposed value of commissioned services with Southend Care Limited over the next 10 years has a combined value of approximately £95m across the term, based on the services and volumes below.
- 9.2.2 The ten-year contract will enable growth across several service elements and provide efficiencies which will be realised year on year through ongoing recruitment of new Southend Care Limited staff on Southend Care Limited terms and conditions as well as savings already identified in the Medium-Term Financial Strategy.
- 9.2.3 To show the total planned annual spend with Southend Care Limited, the budget provision and specific service delivery volumes for the overall annual spend for 2022-2023 with Southend Care Limited are detailed below (including two service elements that are currently contracted separately from the main Southend Care Limited contract, but which, it is proposed, will come into the main contract).
- 9.2.4 Under the Best Value Duty Act, the Council is tasked with ensuring that Southend Care Limited is contracted to meet the requirements set out under the listed Service Specifications and to provide assurance in terms of best value on an ongoing basis. By including the Break Clause in the contract, throughout the contract term, Southend Borough Council can regularly benchmark our Local Authority Trading Company against the rest of the market to ensure best value is achieved and maintained across each element of the contract.

9.2.5 Built into the contract is also an open book accounting monitoring requirement, with appropriate clawback rights to ensure funding is continually monitored and adjusted down wherever possible throughout the contract term, thereby reducing expenditure, and ensuring value for money

Overall spend

9.2.6 The overall budget for 2022/2023 of **£8,716,558** is shown by service in the table below. This is subject to the approval of the full budget for 2022/2023. This includes increases to take account of National Insurance and National Living Wage increases.

9.2.7 Specific service delivery volumes for the overall annual spend for 2022-2023 with Southend Care Limited are detailed below. This includes two service elements (West Street and Westwood/Longmans) that are currently contracted separately from the main SCL contract, but which will come into the main contract.

Name	Service	Unit	Volume	2022-2023
Southend Reablement Service	Reablement	Hours per week	1200	£1,540,024
Southend Reablement Service	Contingency Homecare	Hours per week	As required	£25.74/hour
Shared Lives	Shared lives placements	Placements	53 placements rising to 72 across 4 years	£253,740
Supported Living	Spencer House	Units	306	£283,044
Supported Living	West Street	Hours per week	1167	£1,007,362
Extra Care Housing	Westwood / Longmans	Hours per week	667	£539,981
Making it Work	Employment Support	Placements	160	£77,527
Project 49	Day Services	sessions per day (am / pm)	200	£1,119,773
Viking Day Centre	Day Services	sessions per day	34	£940,644
Brook Meadows	Short term	Beds	30	£1,969,867
Brook Meadows	Long Term	Beds	15	£984,596

Profit Margin

9.2.8 Southend Care Limited has included a profit margin of 1% for the initial 3 years to provide sufficient stability and assurance, whilst maintaining staffing levels, pay terms and conditions and service delivery across all elements of the contract.

Price Review

9.2.9 Within the Contract Terms and Conditions (Appendix 3) there is a requirement for an annual price review, quarterly expenditure review and agreement, and a mechanism to clawback any overpayments, thereby providing value for money assurances through the ongoing review, analysis and monitoring of forecasted budgets and actual spend.

9.2.10 Payment Terms include a balanced approach to risk sharing; with block payments for ongoing staff costs and 'top-up' payments for additional provision in line with forecasted growth plans for the Reablement Service.

Gain Share

9.2.11 As part of the overall agreement, and to ensure best value for the authority, Southend Care Limited have offered a gain share up to 1% of the overall contract value, and this will potentially deliver a saving to the authority over the first five years of £359,555.

9.2.12 This gain share is contingent on Southend Care Limited other business having a turnover sufficient to enable this to happen. This will be reviewed on an open book basis annually.

Name	2022/23	2023/24	2024/25	2025/26	2026/27
Southend Reablement Service	£1,540,024	£1,609,250	£1,625,193	£1,641,950	£1,658,220
Shared Lives	£253,740	£256,265	£258,816	£261,369	£263,970
Supported Living (Spenser House)	£283,044	£285,835	£288,653	£291,474	£294,349
Supported Living (West Street)	£1,007,362	£1,017,311	£1,027,360	£1,037,417	£1,047,667
Extra Care Housing (Westwood/Longmans)	£539,981	£545,312	£550,697	£556,086	£561,578
Making it Work	£77,527	£78,294	£79,068	£79,843	£80,633
Project 49	£1,119,773	£1,130,845	£1,142,028	£1,153,220	£1,164,627
Viking Day Centre	£940,644	£949,935	£959,320	£968,712	£978,284
Brook Meadows (short)	£1,969,867	£1,989,311	£2,008,950	£2,028,606	£2,048,637
Brook Meadows (long)	£984,596	£994,314	£1,004,130	£1,013,955	£1,023,967

	2022/23	2023/24	2024/25	2025/26	2026/27
Cost of Service	£8,716,558	£8,856,673	£8,944,215	£9,032,632	£9,121,933
Gain share	£-	£88,566.73	£89,442.15	£90,326.32	£91,219.33
Contract Cost	£8,716,558	£8,768,106	£8,854,772	£8,942,305	£9,030,714

Spending Less, Spending Well, and Spending Wisely

9.2.13 Taking into consideration the Council's Best Value duties, in financial terms best value is evidenced through the economy, efficiency and effectiveness of service delivery:

Provider of Last Resort

9.2.14 Southend Care Limited as the provider of last resort provides the Council with increased resilience across all service areas

9.2.15 This service provides contingencies for care homes, home-care and day settings provider failure, and for home-care contingency in times of capacity pressure under the LAPEL escalation framework.

9.2.16 This ensures that the authority has the necessary assurance of ongoing capacity for the continuation of adult social care provision across settings, for complex and urgent needs to be met, by a trusted and competent provider of good quality care and support provision. From a 'Spending Wisely' perspective the obvious choice for the provider of last resort function is with our local authority trading company.

Reablement improvements

9.2.17 Southend Care Limited as the Reablement provider across the borough offers the Council a consistent, well-led, structured service model, including therapeutic interventions, for long-term cost-avoidance through effective reablement leading to less reliance on longer-term homecare provision.

9.2.18 With a clearly structured growth plan, reablement capacity will increase up to 1,200 hours a week during the first year, with a management structure providing potential increased capacity up to 2,000 hours in future years.

9.2.19 Included in the Payment Schedule for the Reablement service is a split 80:20 block and spot payment arrangement to ensure adequate funding for core staffing whilst mitigating risks of over-payment based on projected rather than actual commissioned hours.

Residential care for complex people

9.2.20 The new residential care home at Brook Meadows offers the Council a local residential care alternative for people with complex and dementia care needs, which will provide tailored, therapeutic-focussed support based on the 'What Matters to me' ethos, at a comparable cost to out of borough placement costs but with the added benefits for people being closer to loved ones for visiting, and maximising independence and quality of life.

9.2.21 The wrap-around long- and short-term beds at Brook Meadows will create better outcomes for individuals.

Supported Living for Adults with a Learning Disability – Spencer House and West Street

9.2.22 The accommodation and support provision for adults with a learning disability, across an independence pathway through West Street and Spencer House provides for a consistent service delivery model, aligned to a performance framework focussed on individual and service outcomes.

9.2.23 Following a failed tender process due to lack of interest from the market due to TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) costs, Southend Care Limited took on West Street and has implemented a restructure to capitalise on the management structure across Spencer House. Further efficiencies will be realised over time as inherited staff retire / move-on and are replaced by Southend Care Limited staff, thereby reducing direct costs.

Day Settings

9.2.24 The contracted price for Viking day setting includes payment on block for the total number of sessions. A review of utilisation of current placements has been undertaken to identify the number of sessions being utilised by Essex County Council residents and by NHS funded placements.

9.2.25 The process for re-charge for out-of-borough / NHS funded clients will need to be reviewed along with the financial payment mechanism as part of the first year of the contract. Potentially, an improved payment arrangement can be introduced with a reduced block payment for Southend Borough Council and any cross-charging managed by Southend Care Limited. The block model is to be kept under review, with amendments to payments made based on volumes, needs and ongoing strategic work.

9.3 Legal Implications

9.3.1 Legal advice was provided for the development of the text of the Partnership Agreement to both parties and detailed legal advice has been sought throughout the development of the new ten-year contract.

9.3.2 Legal points of consideration included:

- Providing the services directly by the Council or by a legal person controlled by the Council are still subject to the Best Value duty in the Local Government Act 1999.
- The Council is a best value authority as noted in Section 1 of the 1999 Act as it is a English Local Authority
- A best value authority's core duty is in Section 3(1) of the Act and that states that a best value authority must make arrangements to secure "... continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness"

9.3.3 Case Law has previously noted that:

- **economy** meant minimising the cost of resources used or required (inputs) – namely spending less;
- **efficiency**, meant the relationship between the output from goods or services and the resources to produce them – namely spending well
- **effectiveness** meant the relationship between the intended and actual results of public spending (outcomes) – namely spending wisely

Contracting directly with our Local Authority Trading Company

9.3.4 Under Tekal case law the Council can continue to utilise the Local Authority Trading Company to deliver these services and there is nothing in the Council's Constitution to prohibit this. Through contracting directly with our Local Authority Trading Company, the Council has increased assurances on commitment to delivering services in the community to our residents who are most vulnerable and have the most complex of support needs.

9.3.5 Utilising our Local Authority Trading Company for these services with the increased emphasis on partnership, there is greater scope, as referenced in the contracts, for flexibility in provision over the lifetime of the contract, to innovate and change both the scope and the delivery model of services as the needs of the community change

over time and / or increased digital technology can be utilised to streamline and transform service provision.

- 9.3.6 And because most services under this contract were formerly Council-run services, with long-term staff teams, with significantly higher salaries, the prospect of transferring these staffing costs to another external provider under TUPE arrangements could make it prohibitive to run an effective procurement process.
- 9.3.7 As was seen in 2019 when there was no appetite from the market when West Street was tendered. Retaining these services via the Local Authority Trading company will see the Council, rather than a market provider, benefit from deflating costs (albeit offset against contracted salary scale point increases) year on year as new staff come into the services on Southend Care Limited contracts, thereby reducing costs over time.

Contractual Terms and Conditions

- 9.3.8 The Contractual Terms have been reviewed by both Southend Care Limited, Southend Borough Council and Essex Legal Services. They are based on the ADASS Terms and Conditions for Adult Social Care and adapted for each Service element to include Service Specification, Payment Schedule, and Terms.
- 9.3.9 The contract duration is ten (10) years and includes a Default and Non-Default Break Clause.
- 9.3.10 Separate Specifications for each Service element are being drafted and will be agreed with Southend Care Limited and signed off with the Adults and Communities Directorate Leadership Team.
- 9.3.11 For information, the Heads of Terms for each Service element is included in Appendix 1

9.4 People Implications

There are likely to be HR implications for Southend Borough Council when reviewing the future of services under contract to Southend Care Limited. Initially, when these services were transferred the staff were transferred under TUPE and retained their Southend Borough Council employment rights.

As the existing services are reviewed this may result in a change to the optimum staffing model with associated redeployment and redundancies. Where this is the case, Southend Borough Council will work closely with Southend Care Limited to minimise the impact on staff.

9.5 Property Implications

There are no immediate property implications, but investment may be required in existing housing units or the re-development of new housing units over the lifetime of the new contract. At Brook Meadows House care home, a new build development of 60 additional care home beds, a new day centre for those with complex learning disability to replace the current facility at Viking day service and a head office are currently under development. There have been significant delays due to disputes between the design and build contractors and technical issues and the facility is currently due to be handed over to Southend Care Limited in late 2021/early 2022.

9.6 **Consultation**

When reviewing any services under contract with Southend Care Limited, consultation, collaboration, and the coproduction of service provision will take place with people using the service and other stakeholders.

9.7 **Equalities and Diversity Implications**

The development of a new Partnership Agreement and contract with Southend Care Limited does not have any noticeable harmful or less favourable effects on any group with protected characteristics under the Equality Act or on carers, who SBC have identified as a particular group of people who must also be considered as part of consideration on equalities and diversity. However, the proposed recommissioning of some of the services under contract during the lifetime of the new ten-year contract may have an Equalities impact and a full EQiA will then be part of any recommissioning exercises.

9.8 **Risk Assessment**

Delivery of some aspects of the new contract will require detailed risk and reward sharing arrangements e.g., the sale of 15 beds for long term care within the new build facility at Brook Meadows House.

9.9 **Value for Money**

The Medium-Term Financial Strategy (MTFS) sets out savings requirements for Southend Care Ltd to meet over the next five financial years (21/22 – 25/26). These efficiencies will be realised by a combination of an agreed five year budget at the outset of the new contract (1 April 2022) and the sale of 15 private beds within the new build facility at Brook Meadows House.

Further efficiencies will be agreed between Southend Borough Council and Southend Care Limited following detailed service reviews of all the contracts in scope currently operated by Southend Care Limited either before commencement of the new contract or within a specified timescale.

9.10 **Community Safety Implications**

None

9.11 **Environmental Impact**

In line with the declaration of the climate change emergency Southend Care Limited will be encouraged to work towards a net zero carbon budget over the life of the contract.

10. Appendices

1. Heads of Terms
2. SBC: SCL Partnership Agreement 2022-2031

Appendix One: Heads of Terms

Support at home

Southend Reablement Service
Reablement
Contingency Homecare

Shared Lives

Supported living
Spencer House
West Street

Extra Care Housing
Westwood
Longmans

Daytime support

Making it Work
Project 49
Viking

Residential care

Brook Meadows House (short term)
Brook Meadows House (long term)

Head of Terms Agreement – Southend Reablement Service

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **Support at Home**:
 - **Southend Reablement Service (Reablement)**
 - **Southend Reablement Service (Contingency Homecare)**
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to and including the Expiry date, unless terminated in accordance with the terms of this Agreement:
 - “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **six (6) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long-term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

The Service will support the delivery of relevant Adult Social Care indicators (ASCOF) in the Commissioned Area, namely:

- The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- Delayed transfers of care from hospital, that are attributable to social care per 100,000 population

The value of reablement will be measured through:

- Comparing an individual's functional status at the beginning and end of a reablement period through appropriate outcome measures, such as COPM (Canadian Occupational Performance Model), Barthel Index or NEADL (Nottingham Extended Activity of Daily Living)
- Quality of life questionnaires
- Service outcomes, such as:
 - Reduction in traditional care home placements
 - Reduction in unplanned hospital admissions
 - Increase in percentage of people able to remain living at home
 - Reduction in percentage of people requiring long-term support or admission to long-term care
 - lasting benefit – the percentage of people no longer requiring a service up to 12 months post-reablement.
 - cost effectiveness – the cost of interventions vs usual care costs and health service utilisation.

Throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams.

On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Southend Reablement Service (Reablement)	1200 hrs / week	£1,540,024
Southend Reablement Service (Contingency Homecare)		£25.74/hour

Head of Terms Agreement – Shared Lives

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **Support at Home - Shared Lives**
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to an including the Expiry date, unless terminated in accordance with the terms of this Agreement:
- “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **six (6) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long-term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

The Learning Disability Outcomes Measures tool and throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams. On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Shared lives	53 placements	£253,740

Head of Terms Agreement – Supported Living

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **Support at Home - Supported living**
- Spencer House
 - West Street
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to an including the Expiry date, unless terminated in accordance with the terms of this Agreement:
- “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **six (6) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long-term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

The Learning Disability Outcomes Measures tool and throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams. On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Supported living:		
Spencer House	306 hrs / week	£283,044
West Street	1167 hrs / week	£1,007,362

Head of Terms Agreement – Extra Care Housing

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **Support at Home - Extra Care Housing**
- Westwood
 - Longmans
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to and including the Expiry date, unless terminated in accordance with the terms of this Agreement:
- “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **six (6) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long-term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

Throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams.

On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Extra Care Housing:		
Westwood / Longmans	667 hrs / week	£539,981

Head of Terms Agreement – Making it Work

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **Daytime Support - Making it Work**
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to an including the Expiry date, unless terminated in accordance with the terms of this Agreement:
- “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **six (6) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long-term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

The Learning Disability Outcomes Measures tool and throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams. On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Making it Work	160 placements	£77,527

Head of Terms Agreement – Project 49

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **Daytime Support - Project 49**
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to an including the Expiry date, unless terminated in accordance with the terms of this Agreement:
- “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **six (6) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long-term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

The Learning Disability Outcomes Measures tool and throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams. On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Project 49	100 sessions / day	£1,119,773

Head of Terms Agreement – Viking

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **Daytime Support - Viking**
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to an including the Expiry date, unless terminated in accordance with the terms of this Agreement:
- “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **six (6) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

The Learning Disability Outcomes Measures tool and throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams. On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Viking	34 sessions / day	£940,644

Head of Terms Agreement – Brook Meadows House (Short term)

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **RESIDENTIAL CARE**
- **Brook Meadows House (long-term)**
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to an including the Expiry date, unless terminated in accordance with the terms of this Agreement:
– “**Commencement Date**” means 1 April 2022;
– “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
3. SBC at its sole discretion can terminate this Agreement on notice and may re-tender any of the Services and appoint a Replacement Service Provider following such procurement exercise.
4. In addition to its rights of termination under the Contract, the Council shall be entitled to terminate this Contract in whole or in part at any time after two (2) years from the Commencement Date by giving to the Provider not less than **twelve (12) months** advance notice to that effect in which case the provisions of Clause 38 only shall apply. No further compensation or remedy shall be available to the Provider.

Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
- (B) SBC has selected SCL to provide a number of care Services for the benefit of Southend residents to enhance the quality of people’s lives and providing cost-effective and high-quality services to meet the needs of residents
- (C) Both Parties are committed to developing a long term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

ADASS East of England Service Outcomes framework and Assessment & Market Management Solution (PAMMS) application. And throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams.

On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Brook Meadows (short term)	30	£1,969,867

Head of Terms Agreement – Brook Meadows House (long term)

BETWEEN

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

AND

- (2) **SOUTHEND CARE LTD** (Company No 10138562) whose registered address is Civic Centre, Victoria Avenue, Southend on Sea, Essex SS2 6ER (“SCL”)

SUBJECT TO CONTRACT

Background

- A. The First Party and the Second Party are interested in entering into a business agreement (the Proposed Agreement) for the provision of **RESIDENTIAL CARE**:
- **Brook Meadows House (long-term)**
- B. This heads of agreement sets out the principle terms and conditions upon which the Parties agree to enter into the Proposed Agreement.

Status of heads of terms

1. The terms in this head of terms are not exhaustive and are expressly ‘subject to contract’ until a final written agreement has been entered into.

Timescales and notice to terminate

2. This Agreement shall commence on the Commencement Date and shall continue for the Agreement Period up to an including the Expiry date, unless terminated in accordance with the terms of this Agreement:
- “**Commencement Date**” means 1 April 2022;
 - “**Expiry Date**” means the 31 March 2032 unless otherwise extended or terminated in accordance with the provisions of the Agreement;
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Essential pre-conditions and Basis of Proposed Agreement

- (A) SBC is a local authority as defined by s.270 of the Local Government Act 1972 and is entering into this Agreement in relation to the performance of its statutory functions in relation to Care Services.
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- (C) Both Parties are committed to developing a long term relationship that enables SBC to fulfil its statutory obligations under the Care Act 2014 and both Parties aim to deliver on the Southend 2050 outcomes and on the vision for Southend Care as set out in Schedule 1 (Partnership Agreement).
- (D) The purpose of this Agreement is to set out the terms and conditions in which SCL will provide the Services to SBC.

SCL outcomes will be monitored and measured via:

ADASS East of England Service Outcomes framework and Assessment & Market Management Solution (PAMMS) application. And throughout the lifetime of the contract, quarterly quality assurance and monitoring meetings with Commissioning, Contracts and Operational Teams.

On an annual basis, the Service will be subject to quality, function, and performance review.

Costs

	Volume	Cost 2022-2023
Brook Meadow (long term)	15	£984,596

Appendix Two: Partnership Agreement

SOUTHEND BOROUGH COUNCIL AND SOUTHEND CARE LIMITED

PARTNERSHIP AGREEMENT APRIL 2022- MARCH 2031

1. PARTNERSHIP STATEMENT

1.1 Purpose

This ten-year Partnership Agreement (Agreement) is the commitment of Southend Care Limited (SCL) and Southend Borough Council (SBC) to develop a long-term relationship that aims to deliver on the Southend 2050 outcomes and on the vision for Southend Care. This Agreement provides the vision, strategic objectives and guiding principles of the relationship. It sets the tone and spirit by which both parties will work together for mutual benefit with aligned interests.

The Agreement will be formally reviewed annually on the anniversary (1 April each year) by the Board of Directors of SCL and the Cabinet or delegated body of SBC.

This Agreement will cover the relationship between the parties and is to be construed together with the contractual agreement, which will be a separate contract for services agreed and entered into between the parties which will provide the detail of the commercial terms and conditions of the partnership. For the avoidance of any doubt, the details of the legal obligations of both parties for example dispute resolution, IPR, liabilities and indemnities, conflicts of interest, risk and liability are included in the contractual document to accompany this partnership agreement and the agreement should not be relied on to resolve any contractual matters.

This Agreement will be the basis by which the parties determine the success of the partnership. It is expected that over the next ten years the partnership will evolve and therefore this Agreement is designed to be reviewed annually and updated as necessary to ensure it remains strategically relevant and continues to be the catalyst for contributing towards the delivery of the Southend 2050 roadmap.

1.2 Context/Background

This is the first formal Agreement between SBC and SCL. SCL started trading in April 2017 as a Local Authority Trading Company (LATCO) wholly owned by SBC, with its remit being to operate as a business within the adult social care markets, deriving 80% of its total income from SBC contracts. SBC directly awarded to SCL two contracts for a range of services including residential care; day centres; complex reablement; Shared Lives; Supported Employment and Supported Living. Since trading in April 2017, SCL was directly awarded a further two contracts in April 2019 for Supported Living and Extra Care services.

The trust in SCL to deliver good quality services has grown and the relationship between both parties has been characterised by SCL taking a 'can do approach' supporting SBC

wherever possible. This includes responding rapidly and effectively in situations where other providers in the marketplace have failed, as well as taking on very complex individual packages of care that no other provider has been able to support.

SCL has also played an important role in the COVID crisis by both establishing a designated COVID unit and by delivering services in an innovative way, for example creating an online digital service for vulnerable people who could not attend Project 49.

As a result of the special relationship enjoyed by SCL and SBC by virtue of ownership, the company's manner of working has been different to that of any other local provider. The relationship has very much focussed on SCL being part of the SBC 'family' thereby becoming a key resource for SBC and working in a manner that creates the most value for SBC. From this a number of principles have become central to the relationship, including transparency, integrity and honesty.

1.3 Relationship to date

The relationship between SBC and SCL to date has been constructive, solution focussed and collaborative. It has enabled SCL to develop and evolve as an organisation recognising the realities of the need for time to establish a new business and address certain legacy issues of former in-house services. The relationship has encouraged SCL to reinvest surplus into improving services and more broadly developing in a qualitative way, for example developing a training academy, achieving nationally recognised quality awards such as IIP and of course meeting regulatory standards. The relationship has also been the catalyst for developing positive working relationships with other statutory bodies, the Third and the independent sector.

1.4 Future relationship

The Agreement formalises the relationship between SCL and SBC for the first time. This partnership over the next ten years will aim to build upon the special relationship that has been established between the parties. It will continue to focus on achieving the strategic outcomes related to Southend 2050 and improving the quality of lives of the people of Southend. The relationship, by having a commercial emphasis, will support SCL to grow as a business enabling it to become even more enterprising in its approach. This will include the development of alternative income streams that have a consequential benefit to SBC and the local community. This will be achieved by continuing to encourage reinvestment in the business for the purpose of sustainable growth, workforce development and driving cost effectiveness.

The partnership will provide the opportunity for both parties to test, learn and innovate as a continuous process for the purpose of creating more cost effective and impactful service provision in Southend. Especially important is creating opportunities for greater digital service delivery to support population needs and serve broader sections of the community. As technology advances over the next ten years and demands increase having a relationship that can work in a collaborative and inspiring manner is of paramount importance.

The partnership will strategically shape services which come within the scope of contract during its lifetime, ensuring they remain responsive to the needs of Southend. In particular,

working collaboratively to redesign, remodel and restructure services where necessary so they continue to provide value for money and deliver the best outcomes for people.

The partnership will play a key role in supporting the care marketplace, through developing SCL's role as a provider of last resort to enable SBC to fulfil its statutory duty to ensure market sustainability and quality under the Care Act 2014. Working in a strategic way both organisations will proactively identify the means by which issues such as provider failure can where possible be avoided and where SCL can take action to enhance the SBC's response to market uncertainty. This is a particularly important feature of the relationship as financial and budgetary pressures are likely to increase as a result of the general economic climate brought on by COVID, the economic effects of which are likely to be felt for some years to come.

The partnership will be characterised by a number of principles that will shape the way both parties operate and work with each other. They will be complemented by aligned values and behaviours that reflect the everyday working practices of staff. These principles are Reciprocity; Autonomy; Honesty; Loyalty; Equity and Integrity. The values that will act as a reference point for this partnership are the Southend 2050 values of being Inclusive, Proud, Collaborative and Honest

The partnership will support the development of a workforce that it is skilled, well trained, and professional in its operation and delivery of care. SCL becoming the employer of choice that can attract the best talent through excellent career pathways and terms and conditions of employment.

Anything delivered through the partnership will clearly benefit the residents of Southend either through directly meeting their needs or by ensuring that SCL is financially sustainable and can deliver more to Southend as a result.

1.5 The relationship and future commissioning landscape

The partnership will evolve within the context of the future commissioning landscape and through an asset-based approach in line with Southend 2050 outcomes. It will play a key role in supporting the shared priorities of the milestone recovery plans and the objectives of longer-term strategies for Older People, Adults of Working Age and Carers of all ages that will cover the period 2022 – 2027.

SCL will be a key stakeholder and consultee in the development of these strategies that will need to be aligned with the agreed principles and priorities set out in this partnership agreement. Moreover, the partnership will enable SCL to position itself so it can play its part in the delivery of the identified priorities. SCL is already in a strong position as a current provider of a broad range of services across different markets and focused on a range of people from younger adults to older people. The partnership will also ensure services are reshaped and modernised to fit with the refreshed commissioning priorities for Southend.

Priorities in the milestone recovery plans that are relevant to this partnership agreement and which relate to the Southend 2050 themes are set out in Appendix 1.

2. GUIDING PRINCIPLES OF THE PARTNERSHIP

The guiding principles of this Agreement will underpin the partnership and will also form the basis of the separate commercial contracts that are entered into. These principles are:

2.1 Reciprocity

The partnership will promote mutual benefit, with fair and balanced exchanges. For example, if either party accepts a business risk, the other must be prepared to do the same. If one party commits to invest time and money in an important project the other party must be prepared to reciprocate. Both parties will decide what is fair and balanced through negotiation conversation and applying the rest of the guiding principles.

2.2 Autonomy

The partnership across the areas detailed in the accompanying contract will abstain from promoting only one party's self-interest at the expense of the other. Instead, both parties will work as equals and be part of a process that allows for making decisions in line with the partnership. i.e., the partnership commits to make decisions and take actions that respect and strengthen the interests of the partnership and the shared vision.

2.3 Loyalty

The partnership will ensure that both parties look out for each other's interests and treat each other's interests with equal value. The partnership will be characterised by having 'relationship first thinking' seeing itself as its own entity with its own set of interests that both parties are loyal to in their interactions.

2.4 Equity/ risk sharing –

The partnership will ensure both parties keep proportionality in the contract for example between risk and rewards. The proportion of risk accepted by either party will be detailed in the accompanying contract and will be on a service by service basis. The risk share will not necessarily be a 50/50 split but a fair distribution for example depending how much risk one party takes on in relation to the other.

2.5 Integrity –

The partnership will ensure both parties act consistently, transparently, and honestly over the life of the relationship and to act when in doubt in accordance with the other guiding principles. Integrity will apply to all decisions and actions each party takes and their interactions with each other.

2.6 Person Centredness

the partnership will ensure that the people who use SCL services are placed at the heart of what is delivered, for co-design of future services and for their honest feedback on how well these services are meeting their needs and expectations.

This partnership will also be governed by the **Southend 2050** values which are:

- Inclusive- we put people at the heart of what we do.
- Proud-we are proud to make lives better.
- Collaborative -we work together.
- Honest – we are honest, fair and accountable.

These values are supported by agreed behaviours that are:

- Driving positive change
- Trust and respect
- Demonstrating strong leadership
- Act with integrity and behaving responsibly
- Building relationships to work well together.

3. VISION

Southend Care's vision is to enhance the quality of peoples' lives, meeting the needs of the people of Southend by providing cost-effective high-quality and strength-based services that adapt to changing demands over time whilst applying best practice learning and innovation. Through the partnership SBC and SCL will forge a strong and productive relationship for mutual benefit, supporting the delivery of Southend 2050 outcomes and the objectives of specific long-term strategies. The partnership will set an example and be the benchmark for the way in which positive service impact can be delivered via a local authority trading company.

Southend 2050 is Southend's vision and ambition for the future. It was developed following extensive conversations with those that live, work, visit, do business and study in Southend. These conversations asked people what they thought Southend should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. The ambition is grounded in the values of Southend residents. It is bold and challenging and will need all elements of the community to work together to make it a reality.

The partnership between SBC and SCL will contribute towards the delivery of the five themes and 23 outcomes which are:

Pride and Joy-By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our Borough has to offer.

- 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 first choice English coastal 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 spaces are clean and inviting.

Safe and Well -By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.

- People in all parts of the borough feel safe and secure at all times.
- Southend residents 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, streets, transport, and recycling.

Active and Involved- By 2050 we have a thriving, active and involved community that feel invested in our city.

- Even more Southend residents 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.

Opportunity and Prosperity - By 2050 Southend on Sea is a successful Borough and we share our prosperity amongst all of our people.

- 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.

Connected and Smart- By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.

- It is easier for residents, visitors and people who work here to get 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.

4. STRATEGIC OBJECTIVES

The objectives of the partnership align with the Southend 2050 agreed outcomes and lay the foundation for the foreseeable future of relationship. The objectives are to:

- **Develop and deliver a portfolio of services that meet the current and future needs of the people of Southend** and that *cannot / are unlikely to* be provided by private or voluntary sector providers i.e. where there is market 'failure' or a clearly identified gap in the needs identified through strategic commissioning.
- **Ensure there is a 'provider of last resort' for the CQC/Ofsted regulated provider market**, providing support to failing providers, thereby meeting SBC's market duty under the Care Act 2014
- **Promote quality assurance and improvement initiatives to the Southend care sector** by piloting and showcasing projects designed to support workforce development, creativity, and innovation across the Borough.
- **Support the financial sustainability and health of SBC and SCL** by encouraging enterprise thereby generating alternative commercial income.
- **Ensure services within the portfolio become increasingly more cost effective** in all key areas including workforce.
- **Ensure all service are rated by either CQC or Ofsted as 'Outstanding'**, becoming exemplars for the care marketplace.
- **Develop SCL as a transformation engine for delivering changes** which result in fit for purpose services that are strategically relevant for existing and future demands.
- **Support the South Essex Care and Health Trade Association (SECHA)** to become an effective voice for the adult social care sector.

5. PARTNERSHIP INDICATORS OF SUCCESS

The effectiveness of the partnership will be judged by the following indicators of success:

- The extent to which the partnership fulfils strategic commissioning needs. This is based on supporting the delivery of the recovery plans, longer term strategies and Southend 2050 outcomes.
- The extent to which the partnership supports the stability of the provider marketplace. This is based on the interventions that are made to support failing providers.
- The extent of the impact of improvement initiatives promoted across the Borough. This is based on new initiatives that bring about market change within the care sector.
- The extent to which the portfolio of services become benchmarks of value for money. This is based on a rolling programme of efficiency targets within services.
- The extent to which commercial income is generated through SCL. This is based on maximising the permitted 20% of income derived from non-SBC sources.
- The extent to which the partnership becomes an exemplar for service quality based on regulator 'Outstanding' ratings.
- The extent to which the Southend Trade Association becomes a voice for the sector. This is based on membership take up and the degree of influence exerted by the Association.

6. GOVERNANCE ARRANGEMENTS TO ALIGN INTERESTS AND EXPECTATIONS OF THE PARTNERSHIP

This partnership agreement will be supported by the following governance:

Shareholder Board-

this will act as the political driver for SCL and ensure that there is alignment between the political, strategic, and economic relationships between SBC and SCL. These meetings will be represented by the Chair and Managing Director of SCL, the Leader of the SBC and representatives of SBC members.

The **SCL Board of Directors** will be the decision maker with regard to all business decisions of the company (SCL).

Cabinet – this will act as the political driver and decision making body for SBC. These meetings are chaired by the Lead Cabinet Member.

Both the SCL Board of Directors and Cabinet can delegate decision making to other Boards but the above bodies retain the legal powers to make decisions regarding this Agreement and the contractual arrangements that underly them.

A partnership delivery board –

to provide strategic direction and oversight of the progress of the partnership and maintain healthy working relationships. This group will include senior representatives from SCL, SBC and independent members drawn from representatives of staff and service users and focus on the review of a joint delivery plan that will be agreed annually by all parties. Reports based on service user feedback as well as performance and quality indicators and will be drawn from individual services and amalgamated to form a single quality assurance report. There will also be a finance report. Meetings will be held quarterly.

Opportunity, Innovation and Modernisation Group –

a key part of maintaining a healthy working relationship is to encourage new opportunity, innovation and modernisation. This Group will support plans that enable the relationship to adapt and evolve over time in terms of service offers, ensuring that it responds to the social care landscape in a proactive way, and develops the role that SCL plays within the provider market. The group will be made up of representatives from SCL and SBC and will meet on a quarterly basis.

Contract review meetings

each service provided by SCL will have quarterly contract review meetings at which performance and quality information will be shared. There will also be a formal annual contract review at which any changes to the service model /staffing / performance and quality metrics will be agreed. Any changes will be recommended to the Partnership Delivery Board for a decision. All services will be subject to regular benchmarking and market testing to ensure that they fit with the principles of this Agreement and continue to provide value for money.

APPENDIX 1 - MILESTONE RECOVERY PLAN PRIORITIES

Safe and Well

- A move away from an over reliance on Residential care homes for Older People. This will mean a significant reduction in care home beds and a shift to Extra Care Housing and care at home. At the same time, there is a need to develop additional long-term care beds for nursing and complex dementia care.
- Further development of a comprehensive frailty service to include falls prevention and a stronger assessment element.
- A redesign of the short term reablement pathways and support models to get people back on their feet and reduce delays in accessing this support.
- Increased support for Admissions Avoidance to hospital including the efficient use of short-term beds for assessment of need
- Expansion of the current equipment service to include the use of Assistive Technology to prevent or delay long term care and reduce the risk of social isolation.
- Commissioning of homecare to be shifted from a provider and contract-based model to a 'community wellbeing team' model.
- An expansion of the Shared Lives service to include a wider range of people from across the Southend community.
- Implement a review of all Supported Accommodation in the Borough, to ensure it best meets the needs of adults ensuring clear pathways of support.

Active and Involved

- Roll out a comprehensive active ageing programme targeted at Older Adults particularly in the more deprived wards of Southend, with a focus on diet, exercise and weight management.
- Comprehensive coverage of vaccination campaigns to ensure Older People are better protected against diseases.
- An expanded volunteering programme to increase volunteer participation in communities of Older People across the Borough
- Reduce health inequalities between the best and worst performing wards in Southend
- Targeting Older People from BAME communities based on known increased health risks for their ethnic group e.g., diabetes.

Connected and Smart

- Giving adults access to equipment and high-speed broadband as well as the skills needed to access the internet to access benefits and employments as well as manage their health and wellbeing.
- Learn from current pilot projects in Southend to expand on the use of assistive technology and mainstream technology devices to benefit adults living across the Borough.

Southend-on-Sea Borough Council
Report of Executive Director for Adults and Communities
to
Cabinet
on
13 January 2022

**Agenda
Item No.**

Report prepared by: Sharon Wheeler
Head of Libraries and Physical Wellbeing

Leisure Contract – Short-Term Options Review

Place Scrutiny Committee
Cabinet Member: Councillor Carole Mulroney
A Part 1 Agenda Item

1. Purpose of Report:

- 1.1 To confirm in year arrangements and outline next steps for Members on the operation of the council's leisure centres beyond 2022.

2 Recommendations:

- 2.1 That Members confirm the ongoing waiver of Fusion's management fee until 31 March 2022.
- 2.2 That Members agree for Fusion to pay the remaining three year's management fee over a reprofiled duration meeting the council's financial expectations from the contract.
- 2.3 That Members note that Council officers will continue to manage the existing contract performance of Fusion.
- 2.4 That Members reject Fusion's current proposals regarding the extension of the contract beyond 2025 and approve market testing to take place.
- 2.5 That Members note a further report will be provided during 22/23 to consider the long-term future and options for our leisure services.

3 Background

- 3.1 Southend on Sea Borough Council (SBC) owns four leisure centres currently managed by Fusion Lifestyle on a 10 year contract until 30 June 2025. These sites are

- Southend Leisure & Tennis Centre (SLTC)
 - Belfairs Swim Centre (BSC)
 - Shoeburyness Leisure Centre (SLC)
 - Chase Sports and Fitness Centre (CSFC)
- 3.2 Due to Covid-19 the Leisure Centres were shut from 18 March 2020 and reopened in a phased approach, following agreement by the Council to provide support to Fusion.
- 3.3 The Council have currently agreed to support Fusion until 31 March 2022 through a waiver of the management fee, subject to this review.
- 3.4 Independent sector specialists were appointed to support the Council in this review period and advise on matters in year and beyond 31 March 2022. This included the consideration of alternative options available to the Council and the potential for a contract extension, beyond 2025. The existing contract allows for a contract extension of up to 5 years until June 2030.
- 3.5 This report addresses the immediate position for the leisure contract and a further report will be presented to Members in 2022/23 considering long-term future for leisure services delivery within Southend on Sea.
- 3.6 The pandemic has impacted the Leisure Industry nationally with leisure operators suffering significantly reduced income since March 2020.
- 3.7 Nationally, leisure centres reopened from 12 April 2021 with restrictions in place limiting the capacity of the facilities and operating practices to ensure social distancing, enhanced cleaning regimes and changes in ventilation of facilities. Full restrictions were lifted on 19 July 2021.
- 3.8 Based on the sector wide response national organisations such as Sport England and the Local Government Association (LGA) have provided guidance on how Councils should engage and support their leisure operators. The Council has provided support for Fusion based on guidance from discussions with Local Partnerships through to 31 March 2022. Looking beyond March 2022, that level of financial support cannot continue.

4 Proposals for April 2022 onwards

- 4.1 Prior to Covid, the Council was receiving a management fee from Fusion. The contract also makes provision for a share of profits to be paid to the council, but this has never been realised.
- 4.2 The Council has provided Fusion with support throughout the pandemic as well as support from the National Leisure Recovery Fund (NLRF) which has enabled all centres to reopen in 2021. The support provided by the Council, this financial year, was to waive the management fee until 31 March 2022.
- 4.3 This report considers the future options for the Council, particularly the short-term options through until the end of the existing contract, as well as initial

options for the longer-term development of the centres and the strategic approach to the future provision of leisure services.

- 4.4 A further report will be presented to the Council during 2022/3 to explore the longer-term options for the Council in its future provision of leisure services.
- 4.5 Discussions have been held with Fusion over the remainder of the existing contract and they have expressed interest in an extension to the existing contract.
- 4.6 The results of these discussions are set out in this section through the following aspects
 - Current Contract Performance
 - Existing Contract
 - Contract Extension Proposals

Due to their commercially sensitive nature, information relating to the current contract performance and the existing contract are dealt with in the confidential appendix attached to this report.

- 4.7 As part of the support package the Council have provided, Fusion presented a financial forecast for the financial year 2021/22.
- 4.8 Analysis of performance to the end of September indicates that Fusion is currently 23% down on their projections. The council is not offering any further in-year support other than the continued waiver of the management fee until 31 March 2022.

Contract Extension Proposals

- 4.9 Within the existing contract there is the ability for the contract to be extended by up to 5 years until 30 June 2030.
- 4.10 Fusion Lifestyle have identified a number of issues they would like to discuss for any contract extension based on their current operational experience.
- 4.11 Our external advice has indicated that testing the market in the lead up to the current contract end date would provide best value options and minimise risk to the council.
- 4.12 It is proposed not to progress with plans to extend the contract.

5. Other Options

- 5.1 There are other options for the council to consider such as alternative operators and Trusts, these are not recommended in the short term due to additional financial risk to the council of an early termination.

5.2 Assuming that the Council continues with the existing contract with Fusion until the current contract ends in 2025, there is sufficient time for the council to consider these issues prior to finalising its decision on the way forward.

6. Reasons for Recommendations

6.1 The review of Fusion's performance has illustrated that there is still a requirement for the waiver of the management fee until 31 March 2022 and it is recommended that this support is confirmed following this review.

6.2 A payment profile for the remaining years of the contract is available to be agreed that delivers the income expected by SBC from April 2022 until the contract's end. It is recommended that the Council continue with the existing contract until 30 June 2025 allowing time to fully test the market.

6.3 Given the market conditions it is not recommended to extend Fusion's contract by the optional 5 years.

6.4 Following the short-term analysis of the current situation set out it is proposed to bring forward a further report in 2022 which considers the long-term future for the leisure services delivery and will include

- Detailed review of what offer the council needs to take responsibility for
- Alternative options, including full financial analysis of the costs to the Council (both client and contractor costs)
- Further consultation with key stakeholders and market operators (to ensure any proposals are based on future needs)
- Further analysis of the population requirements and needs to establish the future structure of the leisure provision
- Analysis of the condition survey results to factor in any investment needs for the future delivery

6.5 This will then enable the Council to consider the long-term future for the delivery of leisure services, which can be enacted upon in time to implement new arrangements for 2025.

6.6 In the interim the Council will still be able to manage the existing contract performance of Fusion and it is recognised that there is a risk of

- Fusion failing to pay the contracted management fee in accordance with the revised profile
- Fusion failing in the performance of the contract such that it could lead to termination of the contract

6.7 If either of these issues occur the Council will have the ability to terminate the contract without the capital repayment risk.

7 Corporate Implications

7.1 Financial Implications

- 7.1.1 The council has provided financial support throughout the period of the pandemic, via the council's SO46 mechanism August 2020 and March 2021 (see background papers).
- 7.1.2 This support has enabled Fusion to re-open the centres in line with the lifting of restrictions and is supporting Fusion whilst income levels are slowly being rebuilt as customers return to the centres.
- 7.1.3 The financial support agreed was on a short-term basis only and the council requires the contract to return to its pre-covid position in terms of the annual Management Fee payable.
- 7.1.4 Fusion recognises the management fee payments that are due from April 2022 under the contract, however they are seeking further support, with reprofiling from the council to enable them to recover in the early part of 2022/23.
- 7.1.5 This proposal would enable the Council to receive the contracted management fee it is due, but it would be received later than originally planned with payments commencing 1 October 2022. (See confidential appendix 1)

7.2 Legal Implications

- 7.2.1 The resumption of the management fee will result in the return to the original terms of the contract and does not necessitate an immediate need to go to the market.
- 7.2.2 In the interim the Council will still be in a position to manage the existing contract performance of Fusion and it is recognised that there is a risk of
- Fusion failing to pay the contracted management fee in accordance with the revised profile
 - Fusion failing in the performance of the contract such that it could lead to termination of the contract
- 7.2.3 If either of these issues occur the Council will have the ability to terminate the contract

7.3 People Implications

N/A

7.4 Property Implications

7.4.1 Currently Fusion operates 4 leisure centres on behalf of the Council which include the following facilities

Table 7.4.1 – Current Facilities

Facility	Facility Mix
Southend Leisure & Tennis Centre	<ul style="list-style-type: none">• Sports Halls• Indoor Tennis Courts• Outdoor Tennis Courts• Swimming Pools (including diving pool & fun pool)• Athletics Track• Gym & Studios• Outdoor Netball Courts
Belfairs Swimming Centre	<ul style="list-style-type: none">• Swimming pool and learner pool
Chase Sports & Fitness Centre	<ul style="list-style-type: none">• Sports Hall• Gym & Studios
Shoeburyness Leisure Centre	<ul style="list-style-type: none">• Sports Hall• Swimming Pool• Gym & Studios
Parks based Tennis	<ul style="list-style-type: none">• Outdoor courts at Chalkwell Park & Priory Park

7.5 Consultation

7.5.1 Initial discussions have taken place with Fusion and with other stakeholders in the formulation of this report. Wider consultation will take place with a range of further stakeholders in the development of the longer-term options report that will be presented to members during 2022/23.

7.6 Equalities and Diversity Implications

N/A

7.7 Risk Assessment

NA

7.8 Value for Money

N/A
7.9 Community Safety Implications

NA

7.10 Environmental Impact

NA

7. Background Papers

Fusion Revised SO46 request 190820

Fusion SO46 request 290321

8. Appendices - CONFIDENTIAL

Appendix 1: Management Fee Proposals

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Southend-on-Sea Borough Council

Report of Executive Director for Neighbourhoods and
Environment
To
Cabinet

On
13 January 2022

Report prepared by: Jason McCloud
(Neighbourhoods & Environment)

Agenda
Item No.

Department for Transport (DfT) Tranche 2 - Active Travel Fund

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

1. Purpose of Report

1.1 To seek Member approval to submit public consultation/survey results to the Department for Transport and thereby accept funding to continue the work to encourage active transport and implement of the Tranche 2 project.

1.2 This follows the cabinet approval of the construction of temporary interventions to create an environment that is safe for walking and cycling during the Covid-19 pandemic and the period directly after (Tranche 1). Previous approval of Tranche 1 enabled the drawdown of £309k of DfT funding, Tranche 2 funding allows another £741,600 of funding.

2. Recommendations

Cabinet agrees:

2.1 To endorse the bid awarded to Southend by the DfT on 20 November 2020 for Tranche 2 funding from the Active Travel Fund for the sum of £741,600; and

2.2 Following discussion at design review stage with the Transport Capital Inward Investment Working Party that delegated authority be given to the Portfolio Holder and Executive Director (Neighbourhoods and the Environment), to agree the final detailed design options based upon the outline designs submitted to the DfT for Tranche 2 funding.

3. Background

3.1 Funding was announced by the Secretary of State for Transport in May 2020 as part of the work to combat the COVID-19 pandemic. The grant funding supports local transport authorities with producing cycling and walking facilities. The funding is in two tranches:

- Tranche 1 - installation of temporary projects for the COVID-19 pandemic for this DfT awarded Southend a grant of £309,000.
- Tranche 2 - creation of permanent projects for this the DfT awarded £741,600 of grant funding to Southend.

3.2 The Council has taken the opportunity to submit bids that align with key policies and ambitions identified in the Southend Local Transport Plan 3 Strategy Document 2011-2026. This plan includes 23 policies of which Policies 1, 2, 5, 6, 10, 12, and 21 have been directly considered.

- **Policy 1:** Reduce congestion within the Borough
- **Policy 2:** Encourage and facilitate the use of sustainable modes and public transport for travel
- **Policy 5:** Ensure provision of sustainable transport services to support the regeneration of Shoeburyness and other new development in the Borough
- **Policy 6:** Ensure appropriate improvements in sustainable transport, accessibility and facilities to London Southend Airport
- **Policy 10:** Reduce carbon dioxide emissions from transport
- **Policy 12:** Maintain air quality
- **Policy 21:** Tackle health and inequalities by increasing the number of adults and children who walk and cycle for work, education and leisure

3.3 These projects also work towards Southend-on-Sea Borough Council's revised ambitions and objectives from Southend 2050. The 6 themes of Southend 2050 are:

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

4. Southend's Tranche 2 Bid

4.1 Four schemes have been awarded funding by the DfT under Tranche 2 and these are:

4.2 Scheme 1: Holistic Network Wide Cycle Audit and Master Planning of A13 Active Travel Corridor

- There are a number of missing and unsuitable links across Southend's cycle network. A holistic network wide audit will be carried out to identify all barriers to active travel.
- Outputs from the audit will be collated to form an action and investment plan detailing locations for improvements along with intervention recommendations in-line with LTN 1/20.
- The A13 has been identified as a key strategic active transport corridor which through the re-allocation of highway space, barriers to cycling and walking can be removed. Alongside the cycle audit, a review of the existing highway layout of the A13 from highway boundary to highway boundary will also be undertaken and recommendations put forwards for consultation.
- Estimated scheme cost £200,000

4.3 Scheme 2: Prittlebrook Greenway Lighting and Connectivity Improvements

The Prittlebrook Greenway is strategic active travel link well used by pedestrians and cyclists owing to its close proximity to schools, residential and retail areas, parks and the hospital.

To increase the Greenway's availability of use in hours of darkness it is proposed that standalone solar powered LED street lighting be installed along its length.

The lighting system will increase the level of personal safety for users through illuminating the route for safe passage and also have the added benefit of deterring any anti-social behaviour which can be a further barrier to usability.

- Estimated scheme cost £225,000

4.4 Scheme Scheme 3: School Streets

Building on the work in Tranche 1, Southend Council will increase the number of School Streets across the Borough, targeting schools with relatively small catchment areas and high levels of children arriving to school by car. School Streets introduced under Tranche 1 were:

- Bournes Green Infant School
- Greenways
- Leigh North Street Primary School
- West Leigh Junior and Infant School

A further 6 schools have contacted us and expressed an interest in the scheme. The schools have been identified as meeting the criteria but did not confirm their support in time to be included in the Tranche 1. These schools will be contacted and included in Tranche 2.

These schools are:

- Sacred Heart Catholic Primary School and Nursery
- Eastwood Primary School and Nursery
- Prince Avenue School
- Porters Grange
- Earls Hall Primary
- Bournemouth Park Primary

- Total estimated scheme costs £75,600

4.5 Scheme 4: Cycling Improvements to the Public Realm

To compliment the walking and cycling proposals highlighted above a number of supportive measures will be installed, these measures will be:

• Secure cycle parking & Repair Stations

Additional secure cycle parking will be installed at key, convenient locations been along the network to allow users to store their bicycles and accommodate the increase in usage. The storage will be smart in design in that they will utilise green roofs and solar power where appropriate.

The secure cycle parking will build upon the initial measures installed within the High Street as part of the EU SUNRISE co-creation project. Consideration will also be given to storage of non-standard cycles and the needs of both commuting and reactional journeys and short and long stay parking.

The five locations identified include:

Priory Park Car Park, Shoebury Common North, Belton Bridge Car Park, Chalkwell Park (near toilets) and Southend Pier. Plans showing these locations are included in the appendices.

Repair stations, equipped with basic tools and a pump, will also be installed at the secure cycle parking locations to allow bike users to inflate tyres and make repairs.

• Electric Bike Charging Stations

To accommodate the increase in electric bike ownership we plan to install Electric Bike Charging Stations again at key, convenient locations many of which will be the same locations as the secure parking facilities

above. The stations will have a secure locking function to ensure bike security when left unattended.

Combined with existing schemes being delivered by the Forward Motion Access Funded project; an initiative to encourage people to think differently about the way they travel around south Essex. The goal is to reduce reliance on cars and get people to consider alternative travel options such as cycling, catching public transport or walking. Part of this project is to give access to affordable recycled bikes, cycle maintenance schemes and adult cycle training these interventions will increase cycling and walking access to these economic hubs.

These interventions linked with existing schemes and the Borough's emerging Local Plan form a longer-term ambition to develop low traffic neighbourhoods.

- Estimated scheme costs £241,000

5 Reasons for Recommendations

To provide active travel improvements that further encourage increased walking and cycling activity in the borough.

6 Corporate Implications

Contribution to Council's Vision & Corporate Priorities – LTP 3 Policies and 2050 Vision.

7 Financial Implications

The estimated costs of these schemes are within the funding allocation provided by the DfT for the Active Travel Programme with no contribution required from the Council. However any project overspends will need to be met from Council resources and therefore the robust budget monitoring processes in place will review expenditure to ensure it remains in line with estimates.

8 Legal Implications

Traffic orders may be required depending on the outcome of Scheme 1.

9 People Implications

No people implications have been identified at this time.

10 Property Implications

There are no property implications

11 Consultation

A 6-week survey was conducted on the YourSay Southend online platform, to consult with those who work, reside and visit Southend on active travel options

in the Borough.

The consultation conclude that the public are in favour of introducing a more connected and active borough. Participants expressed a strong desire for the Council to introduce the right measures towards helping Southend-On-Sea to facilitate more active travel options, with an emphasis on cycling and walking.

The main concerns that have been thematic throughout the consultation has been crime or fear of crime, dangerous driving and pollution.

The proposals will address some of these concerns, but the Council will need to work with other departments or organisations (such as the Council's central communications department or Essex Police) in order to fully address all these worries. These issues have proven to be medium-level barriers to the public choosing more active methods of travelling in and around the borough.

Going forward, the Council must ensure to maintain a good level of communication with the public on these new schemes, including timeframes and full details on the capabilities and limitations of implementations.

The Council must also ensure transparency on current and future frameworks to better increase the likelihood of buy-in from the public.

Ward Councillors at each intervention location and the Portfolio Holder for Highways shadow will be consulted before construction is programmed.

12 Proposed Program

	Holistic Network Wide Cycle Audit	Lighting Along Prittlebrook Greenway	School Streets	Cycle Parking
Feasibility Options Selected	01/02/21	01/02/21	01/02/21	01/02/21
Public Consultation	23/08/21	23/08/21	23/08/21	23/08/21
Preliminary Scheme Design	End Jan 22	End Jan 22	End Jan 22	End Jan 22
Detailed Scheme Design	End Feb 22	End Feb 22	End Feb 22	End March 22
Scheme Construction	March 22	April – July22	March 22	April – July22

13 Equalities and Diversity Implications

There are no Equality and Diversity Issues.

14 Risk Assessment

Road Safety Audits will be carried out as required.

15 Value for Money

No issues identified at this time.

16 Community Safety Implications

No community safety implications have been identified at this time.

17 Environmental Impact

There is a positive environmental impact of enabling more walking and cycling, green roofs on cycle parking structures and solar powered lighting.

18 Background Papers

There are no background papers.

19 Appendices

Department for Transport Tranche 2 Survey Results / Analysis

Kight Ltd – Brochure for KV2 off grid lighting

Proposed Cycle parking locations

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Department
for Transport

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lives better
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DEPARTMENT FOR TRANSPORT TRANCHE 2 SURVEY RESULTS/ANAYLSIS

Introduction

A 6-week survey was conducted on the YourSay Southend online platform, to consult with those who work, reside and visit Southend on active travel options in the Borough.

The survey was accompanied by a 'Map' tool, which allowed users to plot their issues, concerns and ideas on a pre-set boundary, and an 'Ideas' section which gave users the opportunity to present more general ideas and suggestions for improving active travel options. The results of the Map and Ideas tools can be found in Appendixes G & H.

The survey itself was broken down into 5 sub-surveys. The first sub-survey asked participants about themselves, which gave insight into the demographic data of who is responding to this survey. The following 4 sub-surveys each focused on an active travel project under the wider scheme funded by the Department for Transport, and allowed users to fill in as little or as many sub-surveys as they wish. This allowed users to only partake in surveys that were the most relevant to them, therefore this provided more accurate data within each survey result.

Each sub-survey provided a detailed explanation on what the scheme was, including who it would potentially affect and what it does or could look like in the future.

The scheme engaged 50 people, with 33 markers placed on the map and 3 ideas shared in the relevant sections. Not all questions were marked as mandatory to avoid acquisition of answers that were not accurate or relevant.

General questions – Demographic of survey respondents

93.9% of respondents were full-time residents within the Southend Borough.

Respondents were asked to provide their postcode for a geographical purposes only. A wide range of postcodes were inputted, therefore the views received in this survey are from across the Borough (SS0 and SS9 were the most frequent postcodes in this survey).

Question 3 can be seen in the adjacent table in figure 1; the majority vote shows that mainly local residents completed this survey, however, respondents also visit/commute around the Borough for various other reasons.

Question 4 asked if respondents currently cycle around Southend, and if so, for what purpose. 55% of respondents said they cycle of leisure/fitness, a further 21% cycle for commuting purposes, whilst the other 23% never cycle around Southend.

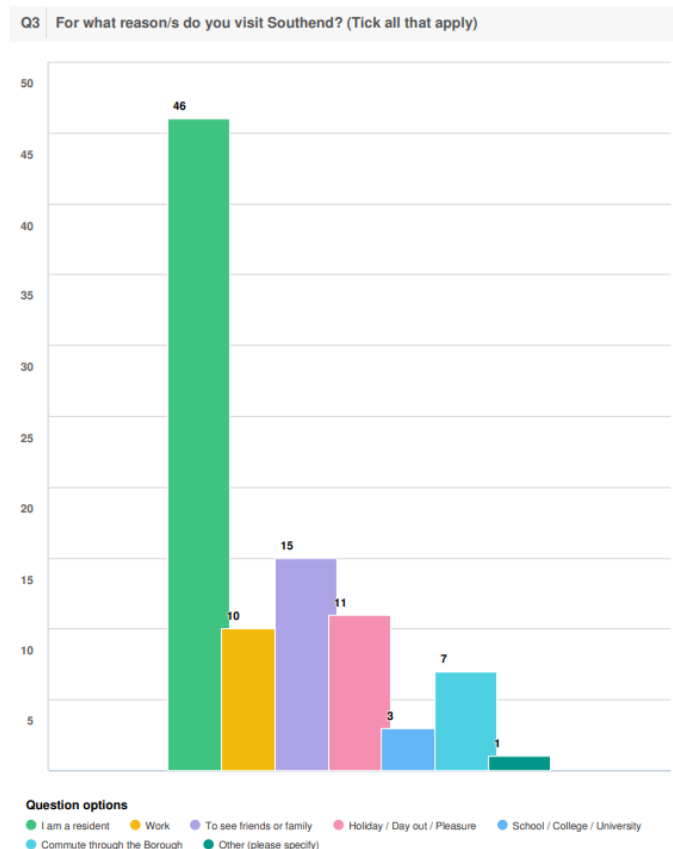


Figure 1 - Looking at why people venture into or through the borough.

Demographic analysis:

These results show that respondents to this consultation live, work and spend their leisure time in the Borough. A vast majority of them actively travel around the Borough already, which could prove useful in further questions relating to barriers they have noticed.

Scheme 1: Holistic Network Wide Cycle Audit

When asked for their general view on the Southend borough having a more holistic cycle network, 84% of respondents were 'Happy' with the idea. 14% were 'Unhappy' and 2% were 'Neutral'.

Respondents were asked to explain why they felt this way. The general themes can be seen in the table in Appendix A.

"Cycle Travel across Southend is extremely difficult and dangerous."

The general themes covered in the respondent's comments were around the current perceived danger of cycling around the Borough, the perceived need for more connected cycle routes, the perceived need for segregated/dedicated cycle paths and the general enjoyment of cycling potentially being improved by a more holistic cycle network.

"Currently there are good short routes, but they are not connected, and they aren't commuter-friendly"

There were 43 written responses, 42 of which appeared in favour of cycle network improvements across the borough.

"Convenient and safe segregated cycle paths are much needed to increase active travel."

It must be noted that there was a comment received, which stands against the idea of a holistic cycle network. See below:

"We simply don't have the room for a designated cycle network. I believe that cyclists should cycle on the roads. Take the seafront cycle path for example. This is rarely used and has cut into the existing highway, causing less room for vehicles. This then makes driving more difficult - and causes road rage / dangerous driving - when cyclists refuse to use the cycle path and use the road instead. So, many cyclists refuse to use a designated cycle path even when one is provided. I am also deeply unhappy by the way in which the Council is pursuing its aggressive expansion of cycle routes and 'sustainable travel'. It is often completely one-sided in favour of the cyclist. I don't believe we should 'force' residents to take any particular mode of transport. It should be their wish and desire to do so. As such, we similarly shouldn't force upon residents any 'sustainable travel' infrastructure. The Council has been found to implement such schemes under the guise of the Emergency Active Travel Fund - a fund which was made available by National Government to Local Authorities to assist with social distancing measures during the COVID-19 pandemic, when social distancing and lockdown was in place. It's a misuse of public funds to be bringing in 'sustainable travel' infrastructure under this guise."

Question 8: When asked 'What are your current barriers to using active travel methods?', over 50% of responses were '*Lack of appropriate infrastructure*' with the second highest barrier at 22% of respondents stating '*Lack of confidence*' as their main barrier.

Question 9 asked participants for suggestions to address these barriers. Full responses categorised by theme can be found in Appendix B.

The main themes for these 42 suggestions were: more dedicated and permanent cycle paths, and more connected cycle routes across the borough. There were also comments made regarding cycle parking and park and ride schemes.

Question 10: When asked if their likelihood for more active travel would increase if these barriers were addressed, 90% of participants stated yes – more likely, whilst the other 10% stated their behaviour would not change.

Summary:

It appears that most participants would have a behaviour change if the barriers raised were addressed.

The main barriers raised were that residents felt unsafe when actively travelling around the borough (mainly referring to cycling). They also felt that Southend was not very well connected when it came to cycling/walking routes.

Participants frequently suggested solutions involved dedicated and permanent cycle paths, which connected throughout the borough, without having to cross over many roads, especially main roads.

Scheme 2: Lighting Along the Prittlebrook Greenway

Respondents were first asked for what reasons they use the Prittlebrook Greenway, so we could determine what times of the day they are more likely to use it.

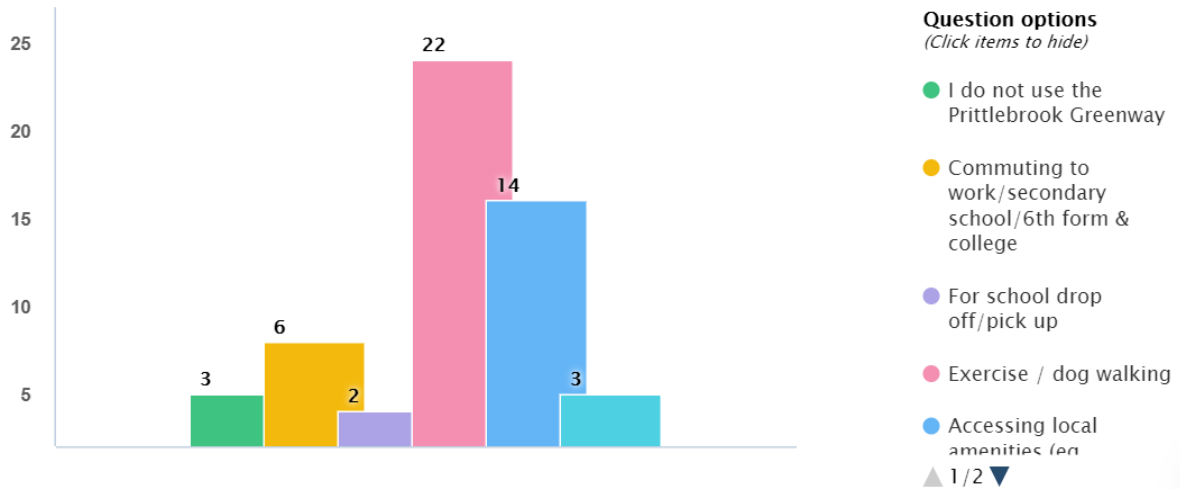


Figure 2 - Asking for what reasons respondents use the Prittlebrook Greenway; not visible response includes 'other' option where all 3 responses are listed within Appendix C.

Respondents could select as many of the options as they wished, with the most selected answer showing that people mostly used the Greenway for exercise and dog walking. From this, we could make a safe assumption that a fair amount of these people would partake in these activities either before or after working hours, indicating that lighting along the Prittlebrook Greenway would be beneficial to these users in the cooler months when natural light is limited.

When asked in a free response question whether there were any reasons respondents would not use the Prittlebrook Greenway, responses highlighted 2 common themes. Of the people surveyed:

50%

Mentioned feeling unsafe

44%

Specifically mentioned lighting.

Responses detailed some specific crimes and also addressed how lighting could be a solution to these issues. Other responses included that the Greenway was not cycle-friendly, which could potentially be used to support evidence of a need for a more connected cycling network.

Full details and whole responses can be found in Appendix C.

On presenting the idea of new lighting along the Prittlebrook Greenway (Figure 3), over three quarters of people were in approval.

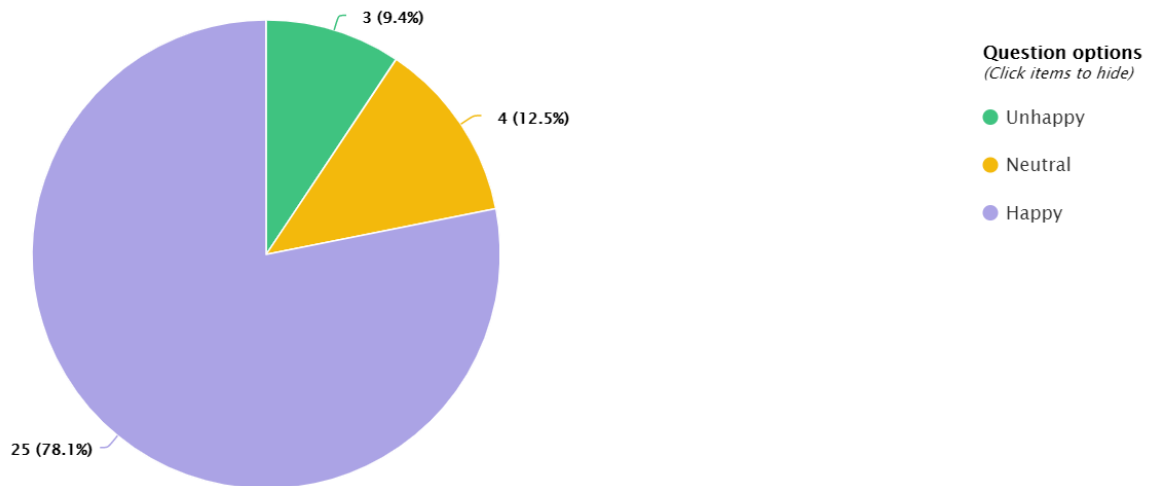


Figure 3 - Asking how participants would feel about implementing lighting along the Prittlebrook Greenway

Respondents were not asked to explain their reasoning, however it could be assumed that few users were unhappy that this would not directly deal with crime as a solution such as more Police presence or CCTV perhaps would.

Summary:

Crime is a current priority for many residents in Southend, and relevant organisations are presently working to make Southend safer. In the interest of active travel, this sub-survey for the Prittlebrook Greenway highlights that lighting would be a direct address to the barriers of using the Greenway for travel and other activities contributing to a healthier lifestyle.

Scheme 3: School Streets

Respondents were first asked to state whether they would be referring to any particular school within the scheme when answering the survey. Over half said no, with the remaining responses varying in schools across the borough (any schools named can be found in Appendix D).

Participants were then asked what relation they had to the school streets scheme (Figure 6):

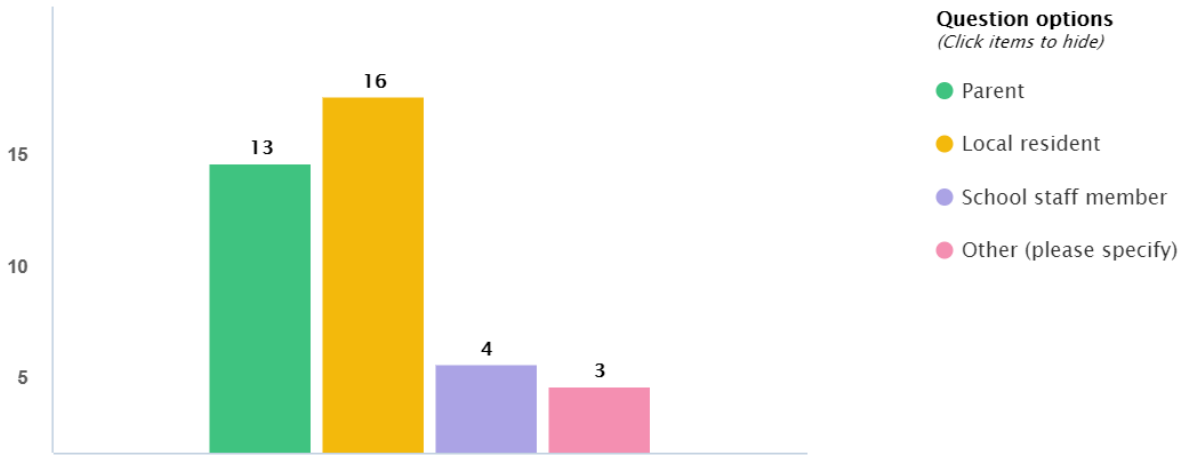


Figure 4 - Participants were able to select more than one option to show how they were affected by the scheme

Those who selected ‘other’ specified that they were other family members (not parents), plus one ward councillor.

They were then asked how they felt overall about the School Streets scheme (Figure 5):

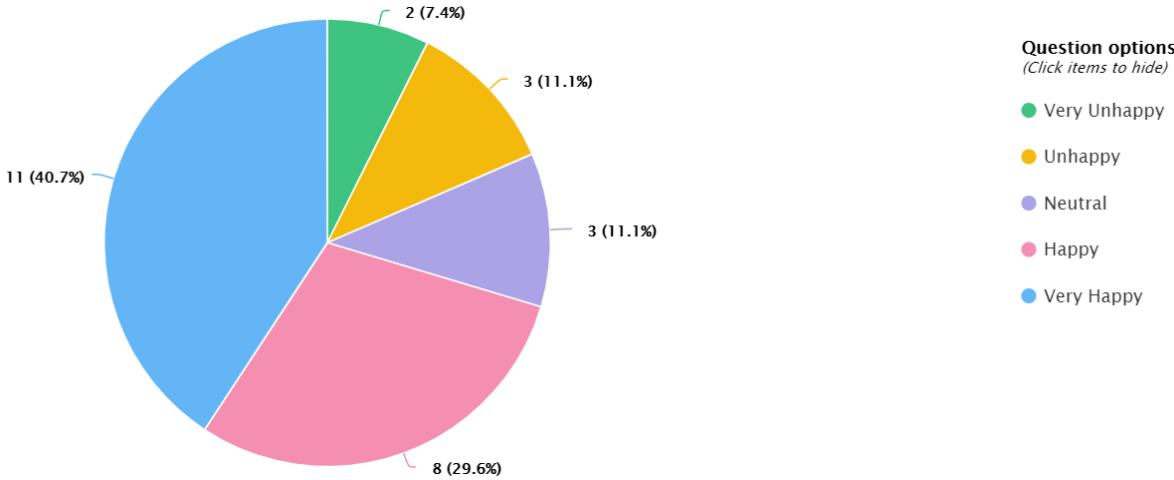


Figure 5 - How happy the respondents were with the scheme

A huge 70% of respondents stated that they were either ‘happy’ or ‘very happy’ with the scheme, with 17.5% feeling negatively and 11% neutral or unsure. It should be noted that not every respondent was directly affected by the scheme.

The next question asked participants how, if at all, the School Streets scheme had affected their usual routine.

62%

Said that the scheme did not affect their usual routine at all.

Many of the responses to this question could be used as responses to the following question, as the responses detailed not so much how the scheme has affected their own daily routine, but more what the participants thought of the scheme in general. Full list of responses to this question can be found in Appendix E.

Upon directly asking whether respondents had any further comments or opinions of the School Streets scheme, 39% of the comments were deemed to be positive and in complete favour of the scheme, whilst 22% were either not in favour or only voiced reservations about the scheme as a whole. The remaining 61% provided commentary that could not be deemed as positive or negative, or suggested ways for making the scheme even better without clarifying their current perception of the scheme.

“Easier to talk to my child in the way to school. More relaxed start.”

Full answers can be found in Appendix F.

Some recurring themes from the feedback featured in Appendix’s E and F include:



Concern for bad driving and/or parking



Concern for shifting pollution rather than reducing it



Unsure whether this will work for lasting behaviour change



Need more information to provide comment

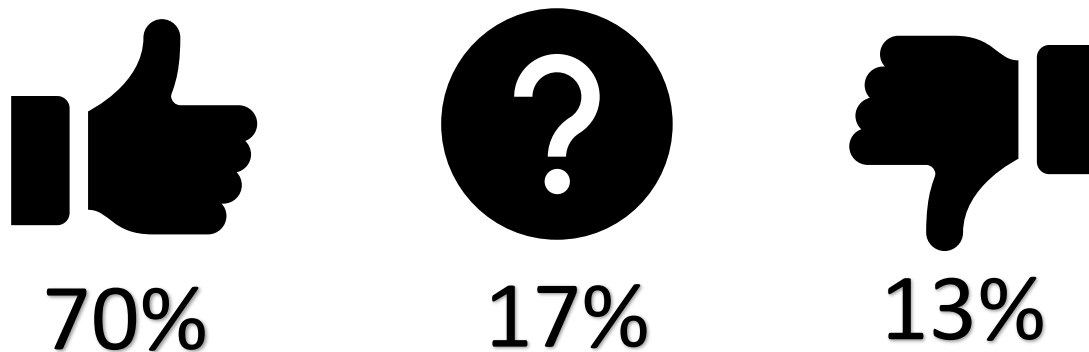
Summary:

It appears that most respondents like the idea of the school streets scheme and can see how it will benefit students. Concerns surrounding the logistics and long-term effects of the scheme are present, but can be addressed with further sufficient communication to the general public on the scheme.

Scheme 4: Cycle Parking

To provide context before questions commenced, the survey briefed respondents on what the new cycle parking would likely look like and include, and where they would be installed. It was mentioned that consideration for new cycle parking would also be given to facilitate non-standard bicycles such as electric bikes and would accommodate the needs of both commuting and recreational cyclists.

The survey then asked how likely respondents would be to use this new cycle parking:



The majority of respondents expressed a strong positive attitude towards new cycle storage, whereas some were more hesitant to state they were likely to use it on the basis of being unsure how robust the storage would be against theft or damage.

Of those who responded that they would be unlikely to use the new storage, some did not cycle or already made use of existing cycle storage units for their regular journeys. Others did not have faith in new cycle storage based on damage and theft of previous storage units implemented by the Council.

Next, participants were asked what would be the main reason they would use the cycle storage (Figure 4).

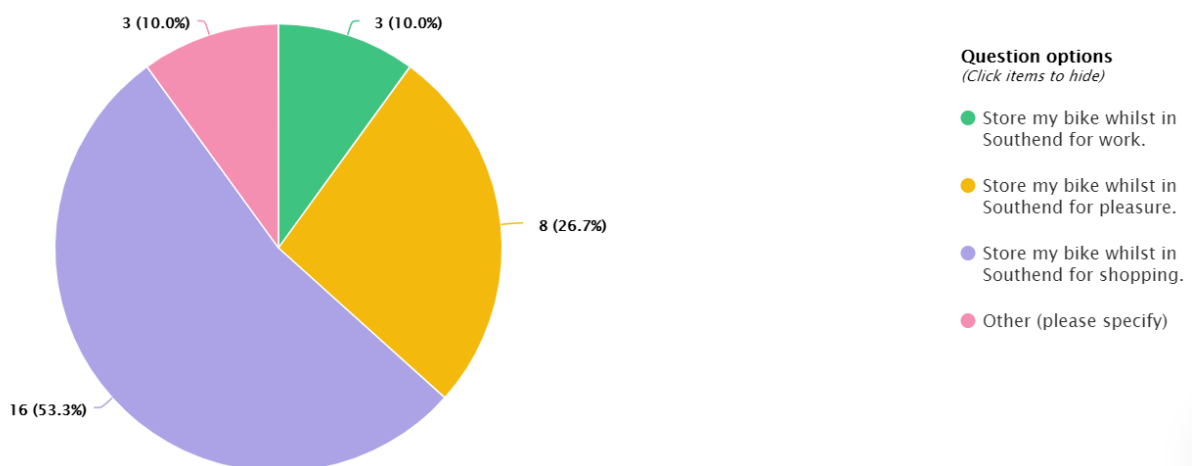


Figure 6 - Identifying the main reason that the public would use new cycle storage

Of the 10% of respondents that chose 'other', they had all clarified that they would use the storage for 'all of the above' or commuting to other locations.

Most of the answers signify that most people are more likely to use their bike to travel for leisure reasons than for commuting to work, training or education.

The final question asked respondents which of the following locations would they be more likely to use cycle storage, if it were implemented:

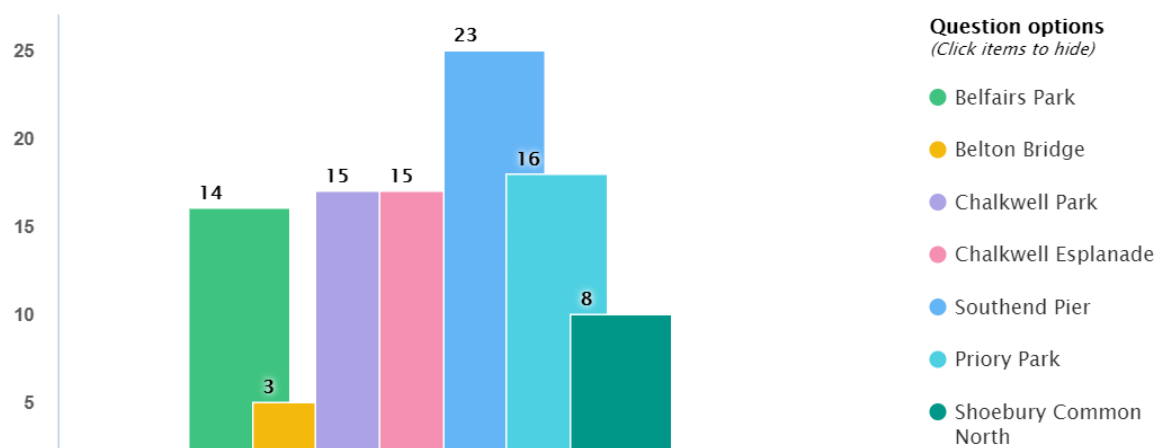


Figure 7 - Which areas of potential cycle storage are more likely to be used. Users could select multiple answers.

Over three quarters of respondents said they would be most likely to use cycle storage at the pier, with local parks following. This could support the previous findings that the public would be more likely to use cycle storage for leisure-related activities such as exercising or meeting up with friends, rather than necessarily for work or education.

Summary:

Overall, the public is in support of further cycle storage, and especially the type of secure storage proposed. As aforementioned, there is a particular concern surrounding theft and crime in the area, and this storage would directly address this concern by providing further protection for people's property.

Conclusion

To conclude, it can be assumed from this report that the public is in favour of introducing a more connected and active borough.

Participants have expressed a strong desire for the Council to introduce the right measures towards helping Southend-On-Sea to facilitate more active travel options, with an emphasis on cycling and walking.

The main concerns that have been thematic throughout the 4 scheme-focused sub-surveys has been crime or fear of crime, in addition to other risks such as dangerous driving and pollution.

It is clear that the proposals will address some of these concerns, but the Council will need to work with other departments or organisations (such as the Council's central communications department or Essex Police) in order to fully address all of these worries. These issues have proven to be medium-level barriers to the public choosing more active methods of travelling in and around the borough.

Going forward, the Council must ensure to maintain a good level of communication with the public on these new schemes, including timeframes and full details on the capabilities and limitations of implementations.

The Council must also ensure transparency on current and future frameworks to better increase the likelihood of buy-in from the public.

- END OF REPORT -

Appendix A – comments regarding why people would like a holistic cycle network in the Southend Borough. (3 pages)

“Cycling around Southend is currently dangerous”	“Better connections are needed”	“More cycle lanes”	Overall enjoyment of active travel	Other
Cycling around Southend is extremely dangerous, especially in the summer tourist months. Anything that improves this is welcome.	It would be great to have better connections as it would increase the amount I cycle	Not enough room for dedicated cycle lanes	It would make cycling safer and enjoyable	I don't always feel confident cycling in the road due to traffic driving very close and fast, forcing me into the kerb where there are many potholes. Potholes themselves are a hazard that need to be addressed within the borough (as does the state of the pavements).
Cycle Travel across Southend is extremely difficult and dangerous.	Hardly any safe cycle Spaces from Thorpe Bay through to Southend Boys. Roads too busy. Cycle path ok along Vitoria road but up to that none really along main road like southchurch road, Bournemouth park road unless they go along the beach. But they need to cut off.	There is next to no cycling infrastructure around the borough. There needs to be a properly integrated and segregated network of cycle lanes across main roads to encourage people to cycle more	Better for all. Good for mindfulness, less traffic and anger on the roads.	Park and ride would good for Southend in so many ways and would definitely help and encourage cyclists.
The main obstacle is people feeling unsafe on the roads.	It would be amazing to have a connected cycle network! Currently there are good short routes, but they are not connected, and they aren't commuter-friendly (too many crossing of side streets etc)	Convenient and safe segregated cycle paths are much needed to increase active travel. (Painted lines on roads do not make safe cycling infrastructure).	Healthier residents, cleaner air, more sustainable.	Coupled with widespread pavement parking, the situation for pedestrians is poor too.
For my personal use and to use with the kids it will be safer	It would be some much easier to have connected cycle paths that cars are not allowed into. London how has the super highway for cycles and this works really well.	Encourage people to get out of their cars and cycle instead by providing safe cycle routes and cycle parks.		Southend is too car based
It would make cycling safer and enjoyable	It is not connected - to go from Chalkwell to Leigh you have to go on the road			Because I live between main roads. These roads prioritise vehicles and can be intimidating to cycle on
London Road is particularly bad and dangerous. Cycle boxes at traffic lights are not enough. I've seen mums with kids on the back of the bike being close passed by drivers. Many	A connected network is essential to provide safe routes for cyclists, mostly off road. There is a network map already in place which shows some good routes. Missing links,			Traffic levels are too high.

feel it's too dangerous for adults to cycle, let alone children. Most cycle on the pavements which is bad for pedestrians.	one way streets, parking, few 20mph streets and too much carriageway given over to drivers cause problems. L			
Hopefully safer for cyclists	We need more cycle routes e.g. A13 & A127 to make it safer.			I feel it is good to encourage active travel
Safer travelling, more opportunities for families to cycle in a safe way	We need more joined up cycle paths. We are better than some areas but there is a large amount that could and should be done to improve cycling, particularly given the ever increasing volumes of traffic on our roads			It might persuade me to resume cycling in the borough. I cycle during visits to freinds on the continent, both for shopping and recreation.
Presently, cycling in Southend is dangerous due to the lack of cycle paths. As a society, we should be encouraging cycling.	Currently i cycle from Chalkwell to the Garrison and there are some sections of the cycle path that are not connected which is annoying for both cyclists and pedestrians.			I am considering getting rid of my car. I already walk more. I am looking to start cycling. I believe there are too many cars on the road.
Important for bike users safety and to encourage more cyclists and reduce car use and pollution	Current network is disjointed and of poor design			We need more cycle routes e.g. A13 & A127 to make it safer.
I feel cycling is good exercise but not currently safe enough,				Not enough integration with other transport and facilities for storage.
It is still too unsafe to cycle in Southend with children				
We do not have a safe cycling network in Southend except for the beach and the green way. Cyclists are often on the pavement as it is unsafe to cycle on the roads.				
. Current cycle network is not at a level to provide a viable safe alternative to driving				
Because currently cycling around Southend is dangerous and puts lots of people off cycling.				
There needs to be an alternative SAFE way to travel around the borough, without having angry vehicle drivers and pedestrians (on shared spaces) shouting at cyclists.				
Hopefully dedicated cycle network will make cycling safer				

Dangerous- cycle lanes too narrow,				
cycling in southend is currently difficult and dangerous as the petrol headed council have spent nothing on cycle infrastructure eg 70p a year per head each year as compared with over £20 in more enlightened areas				
It provides safer routes for cyclists				
Because there are not enough safe places to cycle.				
I would like to cycle more around Southend but currently I do not find it safe to do so. I believe more cycle paths will encourage more people to cycle.				

Appendix B – Public suggestions for addressing barriers to using active travel methods.

More permanent infrastructure	More secure cycle parking	Better / more connected cycle routes	Buses	Other
Cycling infrastructure. Not just paint.	. I have had 1 bike stolen (chained up in the High Street) so introducing secure places to leave my bike would help me to use it instead of my car.	Look at the existing routes and look at north south routes	Encourage bus companies to introduce a reduced fare rate for those aged 60 to 66. Many people no longer work up to age 66 and the concessionary pass is not available until one reaches state retirement age. Pre concessionary pass the older citizens were charged the same fare as those under 16. It worked very well in those days!	Chalkwell-Leigh towpath. Not allowed to cycle there so have to navigate the one way system in Leigh (& hills!). Solution: widen the towpath on the railway side (2 benches would need to be removed and the railings be resited slightly further back). This would create a safe route all the way through to Leigh . Cycle lane/shared pavement from Tattershall Gardens to Hadleigh on the south side of London Road. Shared pavement/cycle lane from the Bell along the A127 to Priory Park and down to meet Prittlebrook Greenway. Speedhumps on slip roads into Big Yellow Storage etc on A127 to prevent vehicles from speeding out across the cycle lane (I was almost hit there) and a warning sign on Daws Heath Road Southside to watch out for bikes. The single biggest thing would be the alley between Gravel Road in Eastwood being bike friendly, and the path put in along the small stretch of Grove woods where Warwick Road is. Then there would be a route from Southend to Rayleigh without needing to use main roads.
Increase in cycle lanes so I can feel safer cycling. I often have my son on a bike seat so only use roads during quiet times or to reach the cycle lane	safer and securer cycle parking, as bike theft is a big issues for many cyclist, and a big reason why they do not use bikes instead of cars short journeys	Commuter cycle networks are needed: Prittlebrook Greenway is lovely but crosses too many sidestreets, which are often obscured by parked cars - solution: zigzag	Apart form what I have said previously, as someone who lived in London I don't understand why there are 2 bus company's running in	Implement cycle paths and cycle legislation as in Germany and The Netherlands.

	to the shops etc.	lines near the crossings and warning signage for cars	Southend, why not just have one? Park and ride would make everyone's lives so much easier.	
Proper infrastructure - segregated routes along main roads; reduced speed limits		. Prittlebrook at Belfairs - the cycle path just disappears! Solution: work with Castle Point to continue the path through to Westwood to provide a cycle route all the way through to Hadleigh.	More public transport between shopping areas and residential districts.	Prioritizing bicycles at junctions (Advanced stop boxes, cycle traffic lights, junctions designed to slow motor traffic turning into side roads and giving cyclists and pedestrians right of way)
Barriers to stop ppl wandering into the cycle lane without care and attention!		Joined up cycle lanes and cycle/pedestrian priority		Better education of motorists who seem too aggressive towards cyclists on the road.
Cycle paths need to be fit for purpose, not just an afterthought.		More genuine, safe, dedicated cycle lanes as opposed to fragmented sections of roads dominated by cars etc.		The A1159 is not a very safe road for cyclists to use. Their needs to be protections for cyclists, or they end up on the pavement.
Better defined cycle lanes		Cycle path network between all main shopping routes/transport hubs/work locations by converting some of the pavements or roads into such routes.		Much better NHS care to enable me to be fit again
More cycle lanes, connected cycle		Routes that connect to		A proper thought through policy with funding allocated. cycle ways should

lanes. Less car parking spaces.		Prittlebrook Greenway are a must, especially at the Belfairs end. All road crossings should be looked at with priority for cyclists and pedestrians.		be clear and they are not in Southend. Look to overseas and other towns on how they have an integrated transport policy. southend is way behind
A properly integrated and segregated network of cycle lanes across main roads. You can take out parking along one side of a road to accommodate a segregated cycle lane. There are plenty of side roads for parking close to destinations on main roads.		Install a cycle highway through the middle of the verge between belfairs park and the end of Prittlewell Chase. All trees removed to be replaced in the borough. This would link belfairs school, westcliff schools, Thomas Moore, the chase and Southend for boys. Also linking belfairs b park with priory park.		. Parking alongside cycle lanes means car doors open onto the lane.
More safe cycle paths.		The A1159 is not a very safe road for cyclists to use. Their needs to be protections for cyclists, or they end up on the pavement.		Reduce vehicular travel to only buses or cycles. No electric scooters either.
More dedicated cycleways		We need more cycle routes e.g. A13 & A127		
. I am a regular cyclist and own my bike but would like		renovate the seafront cycle path and extend and connect it.		

<p>to see more cycle lanes.</p>		<p>build east west and north south cycle lanes preferably away from roads so one could cycle and walk in clean air.</p>		
<p>Segregated cycle paths on the major thoroughfares. The A13 and the dual carriageway, including Prittlewell Chase, between Belfairs Park and the town centre are prime candidates as they serve the residential areas between the A127 and the Thames. . All new developments should include cycling infrastructure, preferably segregated cycle paths. There should be an overall plan to create a safe, convenient and comprehensive cycle network.</p>		<p>More interconnection of existing cycle paths and improvement of existing network. More non Road dedicated cycle paths would encourage more people to cycle</p>		
<p>More dedicated cycling infrastructure</p>		<p>Kursal to the cycle path past the crazy golf. Around garrison park</p>		
<p>More genuine, safe, dedicated cycle lanes as opposed to fragmented sections of roads dominated by cars etc.</p>		<p>Install designated cycle paths that connect safely</p>		

<p>Install a cycle highway through the middle of the verge between belfairs park and the end of Prittlewell Chase. All trees removed to be replaced in the borough. This would link belfairs school, westcliff schools, Thomas Moore, the chase and Southend for boys. Also linking belfairs bpark with priory park.</p>				
<p>Install more cycle lanes</p>				
<p>Current cycle paths are disjointed, shared use paths are impractical as many pedestrians are unaware they are shared use.</p>				
<p>Adding more cycle lanes on busy roads going into town and surrounding areas.</p>				

Appendix C: Respondent reasons for not using the Prittlebrook Greenway

Crime or Safety-related Concerns	Transport or Layout Issues	Other
In the dark some parts of the greenway are taken over by youngster	It is disjointed in places (eg at either end Manchester Drive you have to join the road) and it is not lit so not usable at night.	In the dark the lighting is not good.
I am aware there have been some bike thefts in recent months and I am quite anxious for my safety. I have reverted to walking rather than cycling.	Cycling across the side streets is difficult, and slows down the commute	No reason to use it currently
Dog mess. Safety.	Narrow paths.	I wouldn't use it at night & night lighting is bad for wildlife
But enough security. Lots of bike theft and trouble.	When cycling, having to give way at every road crossing is inconvenient, tiring and increases journey times down. The Greenway, in its current form, is more suited to leisure than active travel such as commuting by bike.	I've yet to move to the area.
Overgrown hedge and the worry of being mugged! Or our children having their bikes stolen as this has happened alot	No, but there should be better links to the Greenway by looking at the one way streets and road crossings, also it should link directly into Belfairs Park and schools. Road crossings should have priority.	Too many pedestrians at times to be able to use it as a cu me route.
Too many drug dealers working the area at night.	Difficult to get to it ...	It's a bit too green in some areas - if it's getting overgrown then maybe it's losing it's open space amenity - CCTV might be an option (after some pruning).
lack of lighting and general safety issues regarding bike thefts	I don't use it for my cycling commute because it is a shared space and too many pedestrians but I do use it as a cycle route at other times.	not after dark
I wouldn't use at night or after dark due to the that fact that it is quite secluded and dark.		I run early morning and prefer off road so during darker months the greenway is less available to me unless I wear a headlamp. Lighting would make a huge difference to accessibility.
I would not walk it at night as it looks unsafe.		Wouldn't use after dark due to current lack of lighting

Unsafe, particularly in the evening and at night		Maintaining my property boundary
anti-social behaviour, broken glass, alone in times of darkness.		
Quite intimidating		
Unsafe, too much dog fouling,		
Anti social behaviour such as youths excess drinking. If there was night time lighting, as this would encourage youths to loiter and cause a nuisance/damage in areas that are not overlooked.		
I wouldn't use the greenaway in the dark due to feeling unsafe as crime rates have been increasing in Southend		

Appendix D – Specific school referral for School Streets

Prittlewell Chase
Prittlewell Chase
Southend High School for Bous
Ronald hill grove
Greenways Primary School
Blenheim School
Westleigh

Appendix E: Has the School Streets scheme affected your usual routine?
(Note that extra comment on the scheme has been provided by some participants within this question)

Short Answers	Longer Answers
No	Not at all children must be safe and unfortunately the antics of some drivers in school areas are dangerous.
None	My school does not have one but I have seen the benefits elsewhere.
There are none near me that I know of	School streets encourage people to walk to school where possible and, where not, they can still drive but park slightly further away from the school gates, so that pollution affects kids less.
Not affected as yet as no scheme near me.	Very busy cycle path on a main road and not enough cycle paths on route to my sons school from Thorpe Bay.
Not affected as yet as no scheme near me.	More police on the streets at the start of school and end, so the kids can travel without worrying they are going to be mugged for their bikes or phones and more importantly their
None	It has particularly affected the ability of local residents to park in the rounds surrounding the school.
I have not noticed any impact	It hasn't but when my 3 children were at West Leigh I was often upset by poor and often dangerous driving of parents close to the school. Mostly primary school children all live close enough to be able to walk to school and for those families that need to drive they should get there earlier and find a safe place away for school to park up and walk in.
It hasn't	Always walk my daughter to primary school but am disturbed by the amount of traffic and irresponsible parking around the school
Not at all	Easier to talk to my child. In the way to school. More relaxed start
Not really as number of school streets too small	Not at all as I cycle to commute around the borough and getting children to walk or cycle to school, should always be encouraged.
It hasn't	Traffic congestion around schools has caused "no-go times" in many places/
No	not personally but i am very much in favour of returning the streets to the children and other people and getting the cars off the road
Not seen any	It has caused heavy congestion in nearby streets ... has not reduced traffic or helped CO2 as most comes into the school from the London Road.

Appendix F: Other comments on the School Streets Scheme

As long as bikes are allowed, it would be great. When I commute by bike the most difficult areas are by schools where cars block the road and pull in and out unexpectedly
Who is responsible for putting up and taking down of the road barriers daily ?
It sounds quite complicated but some parents are so selfish when dropping their kids off. Shouldn't have to come to this.
There is widespread engine idling by parents at the school gate which really badly affects kids from pollution. Research has shown that 97% of all schools in my local area have illegal levels of air pollution but most parents do not realise this. https://www.blf.org.uk/take-action/clean-air/map
Needs to be wider to stop doors opening and overtaking traffic
Don't know enough about it, or it's effects to comment
None
More police on the streets at the start of school and end, so the kids can travel without worrying they are going to be mugged for their bikes or phones and more importantly their innocence.
Need more information.
Think it is an excellent scheme
The scheme, which has been wrongfully introduced and funded under the Emergency Active Travel Fund - a grant scheme provided by the National Government for the purposes of assisting Local Authorities implement social distancing measures during the peak of the COVID-19 pandemic when social distancing and lockdown was a requirement - has been implemented under the radar with little to no consultation with local residents or ward councillors. It has also meant that parking has become more difficult in the roads surrounding the school. I have recently been outside the school at the beginning of the school day. A lot of the parents would simply just park in the roads slightly further away from the school, such as Samuel's Drive, Chadacre, Burlescoombe Square and further down Burlescoombe Road. Often they'd leave their engines running. So I fail to see how this scheme is helping to cut carbon emissions or to encourage active/sustainable travel. It is only pushing the issue further away from the school. Those parents & pupils who live in walking distance will already walk their children to school. Those who live further afield, won't ditch their cars for alternative modes of transport due to the inconvenience and lack of time available - particularly when parents need to get off to work, etc. It's a bad scheme that has been financed through a misuse of public funds and with no consultation whatsoever. Deeply concerning too is that the scheme is apparently 'temporary' but will be in place for several months until next year, with the 'consultation' period ending at the end of 2021. The 'consultation' is clearly geared-up with the aim of keeping the scheme in place permanently. - [Cllr Response]
School Streets is an excellent but extremely localised, geographically and in time, anti-pollution measure. Forcing pupils to walk a bit further between car and school does not promote active travel. The Emergency Active Travel Fund should not have been used for this and was/is a misuse of the funds. School Streets should be implemented but using other funds.

As vehicles are still allowed access eg residents there is a risk to children as despite reminders they assume car free and cross without checking. Some drivers are not careful enough

Should be extended and offered to all schools

Roll it out across every primary and infant school

Walking or cycling to and from school would benefit the child and in many cases the parent as well.

just do it

Paying school children to walk to school may be a good plan.....

Appendix G: Map Markers

CATEGORY	COMMENT	IMAGE	DATE	ADDRESS	SUBURB
	A13 Segregated Cycle Paths ✓		26 Jul 21	502 London Road, Westcliff-On-Sea, SS0 9LD, United Kingdom	SS0 9HU
	Segregated Cycle Paths from Belfairs Park via Prittlewell Chase to the Town Centre ✓		26 Jul 21	Prittlewell Chase, Westcliff-On-Sea, SS0 0RY, United Kingdom	SS0 9HU
	Segregated cycle route along London Road from Leigh-on-Sea to Southend on Sea ✓		10 Aug 21	803 London Road, Westcliff-On-Sea, SS0 9TE, United Kingdom	SS9 1LA
	Segregated cycle path along Broadway ✓		10 Aug 21	32 Broadway, Leigh-On-Sea, SS9 1AJ, United Kingdom	SS9 1LA
	Segregated cycle path along Leigh Road ✓		10 Aug 21	133 Leigh Road, Leigh-On-Sea, SS9 1BT, United Kingdom	SS9 1LA
	Segregated cycle path on Kings Road ✓		10 Aug 21	95 Kings Road, Westcliff-On-Sea, SS0 8PH, United Kingdom	SS9 1LA
	London Road between the Queensway Roundabout and College Way ✓		10 Aug 21	70 London Road, Southend-On-Sea, SS1 1PG, United Kingdom	SS0 9HU
	Painted Cycle Gutter ✓		10 Aug 21	460 Victoria Avenue, Southend-On-Sea, SS2 6NW, United Kingdom	SS0 9HU
	Painted Cycle Gutter ✓		10 Aug 21	460 Victoria Avenue, Southend-On-Sea, SS2 6NW, United Kingdom	SS0 9HU
	Widen the path from the roundabout to the entrance to the path as this route is signed for Prittlebrook Greenway ✓		18 Aug 21	97 Eastwood Road Nth, Leigh-On-Sea, SS9 3AG, United Kingdom	Ss9 5ap
	Add cycle route in park to link up with Prittlebrook Greenway so there is a continuous route to the visitor centre and park entrance ✓		18 Aug 21	57 Eastwood Road Nth, Leigh-On-Sea, SS9 3AH, United Kingdom	Ss9 5ap
	Add cycle route on verge on west side of Eastwood Road North to link with Prittlebrook and up to West Leigh School/A13 ✓		18 Aug 21	71 Eastwood Road Nth, Leigh-On-Sea, SS9 3AD, United Kingdom	Ss9 5ap
	Convert footway on north side of London Road to shared cycleway to link with Belfairs school and Prittlebrook Greenway ✓		18 Aug 21	919 London Road, Leigh-On-Sea, SS9 2UB, United Kingdom	Ss9 5ap
	Cycle route needed on whole length of Blenheim Chase - preferably off road, although on road is feasible as this is a dual carriageway with single parking, leaving adequate space for a cycle lane to link schools etc ✓		18 Aug 21	260 Blenheim Chase, Leigh-On-Sea, SS9 3HQ, United Kingdom	Ss9 5ap
	Paulo is too narrow ✓		18 Aug 21	8 Manchester Drive, Leigh-On-Sea, SS9 3FG, United Kingdom	Ss9 5ap
	Give users of Prittlebrook Greenway priority at all the crossings ✓		18 Aug 21	71 Pavilion Drive, Leigh-On-Sea, SS9 3JS, United Kingdom	Ss9 5ap

	Improve section of the Greenway around or through Bonchurch Park. Preference is to the south side of the Park so as to remove the on road section to off road and into park [Redacted] ✓		18 Aug 21	276 Manchester Drive, Leigh-On-Sea, SS9 3ES, United Kingdom	Ss9 5ap
	Allow contra flow cycling in the one way streets that cross the Greenway to maximise accessibility [Redacted] ✓		18 Aug 21	6 Highfield Crescent, Westcliff-On-Sea, SS0 0TD, United Kingdom	Ss9 5ap
	This route should prioritise cyclists and reallocate the roadspace. This is a wide boulevard and only effectively serves two lanes of cars eg 7.3m - the remainder of the carriageway is parking and the rest is not utilised at all. Great opportunity to change this for the benefit of cyclists [Redacted] ✓		18 Aug 21	Prittlewell Chase, Westcliff-On-Sea, SS0 0RY, United Kingdom	Ss9 5ap
	Off road cycle route needed both sides of Priory Crescent to link with the Park, Hospice, Aldi and Sutton Road [Redacted] ✓		18 Aug 21	Priory Crescent, Southend-On-Sea, SS2 6PR, United Kingdom	Ss9 5ap
	New off road route to link with Cuckoo Corner and Sutton Road [Redacted] ✓		18 Aug 21	102 Eastern Avenue, Southend-On-Sea, SS2 5QX, United Kingdom	Ss9 5ap

	Off road route to link Sutton Road with Hamstel Road and Royal Artillery Way [Redacted] ✓		18 Aug 21	86 Cromwell Road, Southend-On-Sea, SS2 5NH, United Kingdom	Ss9 5ap
	The cycle stands removed from outside this Tesco Local should be reinstated [Redacted] ✓		26 Jul 21	703 London Road, Westcliff-On-Sea, SS0 9HR, United Kingdom	SS0 9HU
	The cycle stands at this Sainsburys Local need to be repaired as they can be lifted out of the ground by hand. [Redacted] ✓		26 Jul 21	565 London Road, Westcliff-On-Sea, SS0 9HS, United Kingdom	SS0 9HU
	The cycle stands at this Sainsburys Local need to be repaired as they can be lifted out of the ground by hand. [Redacted] ✓		26 Jul 21	565 London Road, Westcliff-On-Sea, SS0 9HS, United Kingdom	SS0 9HU
	The cycle stands at this Sainsburys Local need to be repaired as they can be lifted out of the ground by hand. [Redacted] ✓		26 Jul 21	565 London Road, Westcliff-On-Sea, SS0 9HS, United Kingdom	SS0 9HU
	Cycle parking needed outside shops [Redacted] ✓		18 Aug 21	Eastwood Boulevard Post Office, Westcliff-On-Sea, England SS0 9XL, United Kingdom	Ss9 5ap

	School street needed to restrict parking at school hours [Redacted] ✓		18 Aug 21	24 School Way, Leigh-On-Sea, SS9 3HL, United Kingdom	Ss9 5ap
	Crossing across London Road towards Lindisfarne Avenue [Redacted] ✓		10 Aug 21	724 London Road, Leigh-On-Sea, SS9 1FG, United Kingdom	SS9 1LA
	Zebra/cycle crossing needed [Redacted] ✓		18 Aug 21	60 Eastwood Road Nth, Leigh-On-Sea, SS9 3AB, United Kingdom	Ss9 5ap
	Zebra/cycle crossings needed on this roundabout [Redacted] ✓		18 Aug 21	82 Eastwood Road Nth, Leigh-On-Sea, SS9 3AG, United Kingdom	Ss9 5ap
	Cycle zebra needed here [Redacted] ✓		18 Aug 21	247 Southbourne Grove, Westcliff-On-Sea, SS0 0AW, United Kingdom	Ss9 5ap
	Cycle zebra needed here [Redacted] ✓		18 Aug 21	236 Westbourne Grove, Westcliff-On-Sea, SS0 0PS, United Kingdom	Ss9 5ap

Showing 1 to 33 of 33 entries

Username have been redacted in the above screenshots.


Key for map markers:

 Accessibility Idea

 Cycle Path

 Cycle Parking

 Public Transport Idea

 Wayfinding / Signage

 School Street Needed

 Street Lighting Needed

 Other

Appendix H: Ideas

Reducing Riding on the Pavement

People ride on the pavement because riding on the road is perceived as unsafe. It is not to annoy pedestrians or to get somewhere quickly; it is slower than on the road after all. Streets where pavement riding is prevalent indicate the need for safe and convenient cycle tracks.

e scooters

Yes they are not yet legally legal for private use. How many ladies or people too scared to cycle on the roads would be tempted to scoot in if the infrastructure was there. So many cars with only one person in them. Journeys of 3-5 miles would remove all those vehicles.

Use the consulting services of Sustrans to help the council's Urban Planners develop convenient and safe cycle and walking routes.

<https://www.sustrans.org.uk/for-professionals/urban-design-and-planning/>

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KIGHT

OFF GRID
SOLUTIONS

KIGHT_{LTD.}



KV2

KIGHT LTD.

KV2 Product Specifications

The KV2 has been designed as a standalone DC, off grid, LED Street Lighting Luminaire coupled with solar PV, wind turbine, solar charge controller and battery storage.

Solar PV cells - 2.6W / 125x125mm / Relative efficiency at low light 97.3% / Si Polycrystalline / 0.4% annual degradation

Solar Charge Controller - MPPT / 99% efficiency

Battery Storage - 192Ah of useable energy / 95% Round Trip Efficiency / li-ion / 1% annual degradation

Wind Turbine – KLE-300

Turbine	Rated Power [W]	Hub Height [m]	Peak Power Coefficient [C _p]	Valid Power Curve Air Density [kg/m ³]
KLE-300	300	5	0.34	1.23

Luminaire is the Vision ID 12v, 183 lumen per watt (Total Lumen 2200) .

Tables 1, 2 & 3 demonstrate KV2 operational effectiveness across three locations in the UK, Plymouth, Birmingham & Glasgow

Plymouth *Table 1 – Plymouth wind plus solar PV results*

Month	Generation PV (Wh)	Generation Wind (Wh)	Generation (Wh)	Available Energy	Demand	Gen < Demand	Days - Gen < Demand	Average SOC	Days - Storage < Demand
Jan	2,273.45	29,784.06	32,057.51	30,150.09	4,656.00	25,494.09	0	100%	0
Feb	2,545.34	21,162.38	23,707.72	22,297.11	3,936.00	18,361.11	0	100%	0
Mar	5,069.55	19,067.67	24,137.22	22,701.06	3,636.00	19,065.06	0	100%	0
Apr	6,961.82	11,367.03	18,328.85	17,238.28	2,724.00	14,514.28	0	100%	0
May	7,808.02	12,839.39	20,647.42	19,418.89	2,016.00	17,402.89	0	100%	0
Jun	7,816.29	9,065.72	16,882.01	15,877.53	1,440.00	14,437.53	0	100%	0
Jul	7,182.91	9,888.04	17,070.95	16,055.23	1,728.00	14,327.23	0	100%	0
Aug	6,161.02	10,520.22	16,681.24	15,688.70	2,520.00	13,168.70	0	100%	0
Sep	5,478.62	11,351.10	16,829.72	15,828.35	3,192.00	12,636.35	0	100%	0
Oct	3,677.12	17,553.22	21,230.33	19,967.13	4,056.00	15,911.13	0	100%	0
Nov	2,688.08	24,818.64	27,506.73	25,870.08	4,572.00	21,298.08	0	100%	0
Dec	1,960.76	29,235.46	31,196.22	29,340.05	4,836.00	24,504.05	0	100%	0
							0		0

Birmingham Table 2 – Birmingham wind plus solar PV results

Month	Generation PV (Wh)	Generation Wind (Wh)	Generation (Wh)	Available Energy	Demand	Gen < Demand	Days - Gen < Demand	Average SOC	Days - Storage < Demand
Jan	2,428.03	8,782.50	11,210.53	10,543.50	4,776.00	5,767.50	0	100%	0
Feb	2,356.23	6,381.06	8,737.29	8,217.42	3,924.00	4,293.42	1	100%	0
Mar	4,942.30	6,197.75	11,140.04	10,477.21	3,588.00	6,889.21	0	100%	0
Apr	6,719.45	3,571.99	10,291.45	9,679.10	2,688.00	6,991.10	0	100%	0
May	6,859.90	4,953.65	11,813.55	11,110.64	1,788.00	9,322.64	0	100%	0
Jun	7,441.19	2,728.51	10,169.69	9,564.59	1,080.00	8,484.59	0	100%	0
Jul	7,104.92	3,059.25	10,164.17	9,559.40	1,464.00	8,095.40	0	100%	0
Aug	5,666.89	3,291.50	8,958.39	8,425.37	2,364.00	6,061.37	0	100%	0
Sep	5,359.24	3,587.32	8,946.56	8,414.24	3,156.00	5,258.24	0	100%	0
Oct	3,450.03	4,686.06	8,136.09	7,652.00	4,080.00	3,572.00	1	100%	0
Nov	2,456.41	6,459.79	8,916.20	8,385.69	4,560.00	3,825.69	2	100%	0
Dec	2,124.73	7,496.56	9,621.28	9,048.82	4,836.00	4,212.82	1	100%	0
							5		0

Glasgow Table 3 – Glasgow wind plus solar PV results

Month	Generation PV (Wh)	Generation Wind (Wh)	Generation (Wh)	Available Energy	Demand	Gen < Demand	Days - Gen < Demand	Average SOC	Days - Storage < Demand
Jan	1,452.94	10,567.00	12,019.94	11,304.75	4,992.00	6,312.75	1	100%	0
Feb	2,539.24	6,158.02	8,697.26	8,179.78	3,936.00	4,243.78	2	99%	0
Mar	4,539.78	7,697.46	12,237.24	11,509.12	3,492.00	8,017.12	0	100%	0
Apr	6,596.58	4,733.00	11,329.58	10,655.47	2,448.00	8,207.47	0	100%	0
May	8,009.58	4,900.89	12,910.47	12,142.29	1,344.00	10,798.29	0	100%	0
Jun	7,461.22	2,270.82	9,732.05	9,152.99	720.00	8,432.99	0	100%	0
Jul	7,423.14	2,459.13	9,882.26	9,294.27	1,008.00	8,286.27	0	100%	0
Aug	6,246.58	3,278.56	9,525.14	8,958.39	2,064.00	6,894.39	0	100%	0
Sep	4,651.53	5,307.28	9,958.81	9,366.27	3,036.00	6,330.27	0	100%	0
Oct	3,085.65	5,739.68	8,825.33	8,300.22	4,020.00	4,280.22	2	99%	0
Nov	1,937.51	7,118.47	9,055.98	8,517.15	4,668.00	3,849.15	2	99%	0
Dec	1,226.39	8,259.48	9,485.87	8,921.46	5,100.00	3,821.46	2	98%	0
							9		0

Tables 1, 2 & 3 demonstrate that KV2 generates sufficient energy to be operational 365 days of the year, with only 9 days throughout the year where the battery is required to provide backup power.


For further enquiries please contact:

Dan Goodman

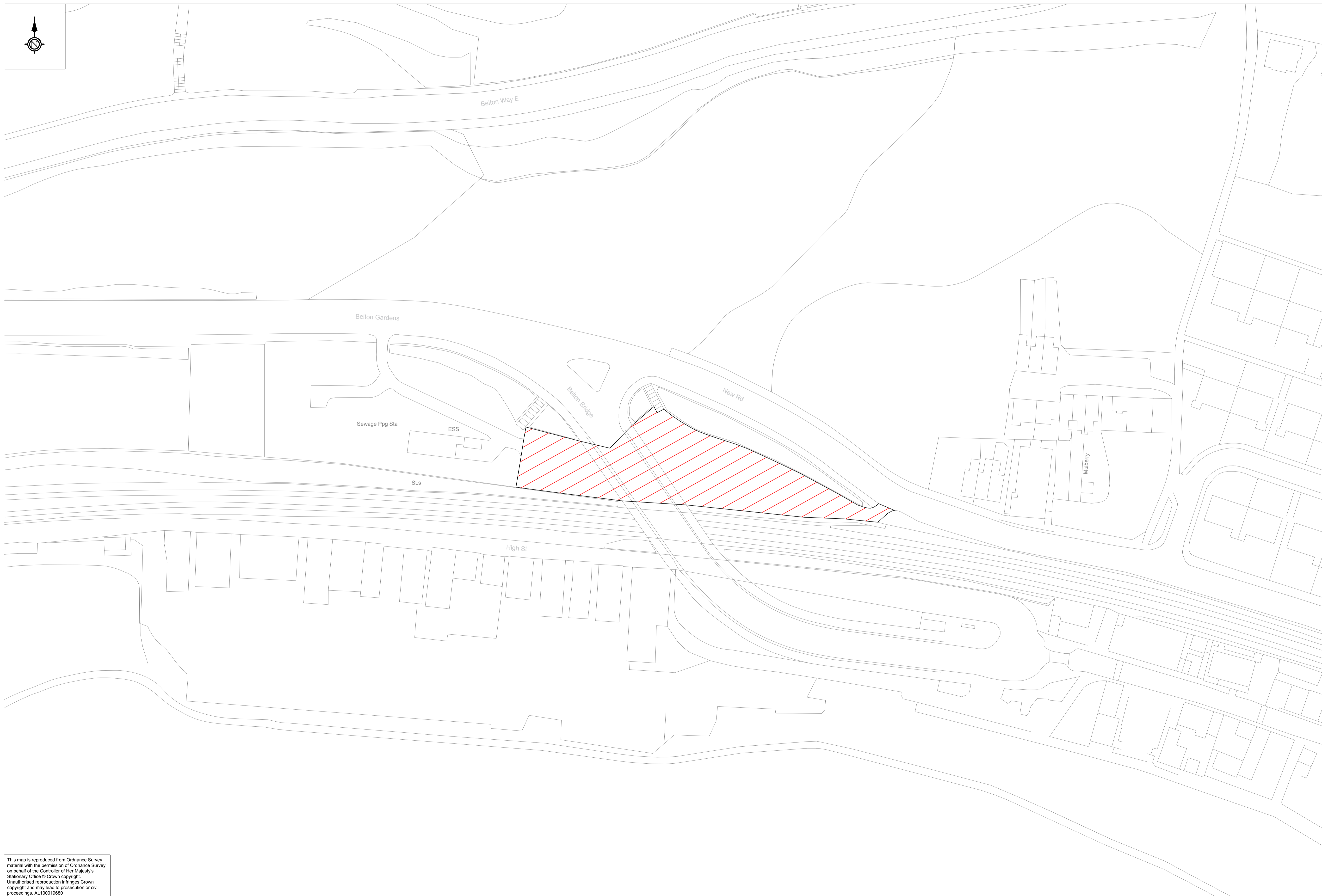
M: +44(0)7931 559 958

E: dan@kight-ogs.co.uk

Cycle Storage: Belton Bridge Car Park

Key
 Proposed cycle storage/electric charging area

Drawn	Date
JC	28/08/2020
Checked	Date
JM	
Review	Date
NH	
Approved	Date
NH	

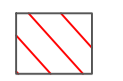


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Cycle Storage: Chalkwell Park (nr. toilets)

Key

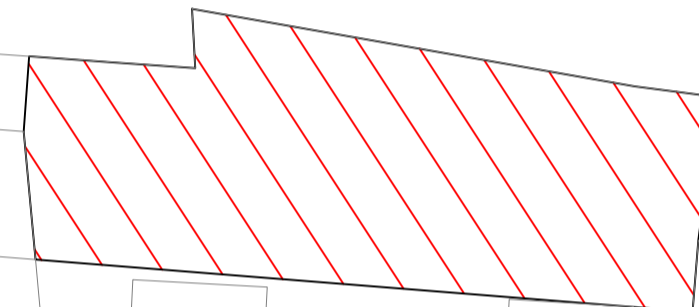


Proposed cycle storage/electric charging area




Drawn JC	Date 28/08/2020
Checked JM	Date
Review NH	Date
Approved NH	Date

A13 London Road

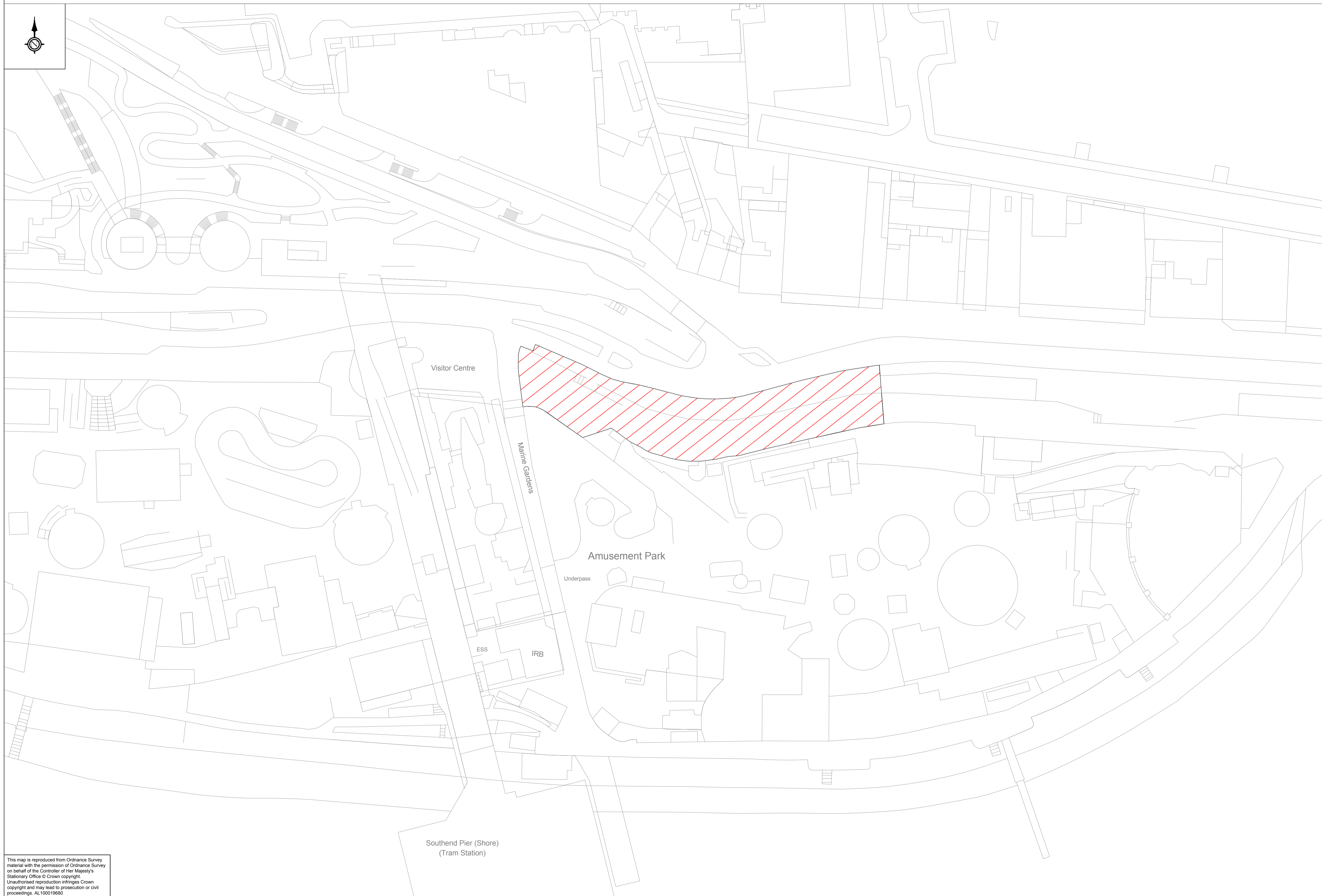


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Cycle Storage: Southend Pier

Key
 Proposed cycle storage/electric charging area

Drawn	Date
JC	28/08/2020
Checked	Date
JM	
Review	Date
NH	
Approved	Date
NH	

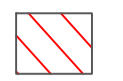


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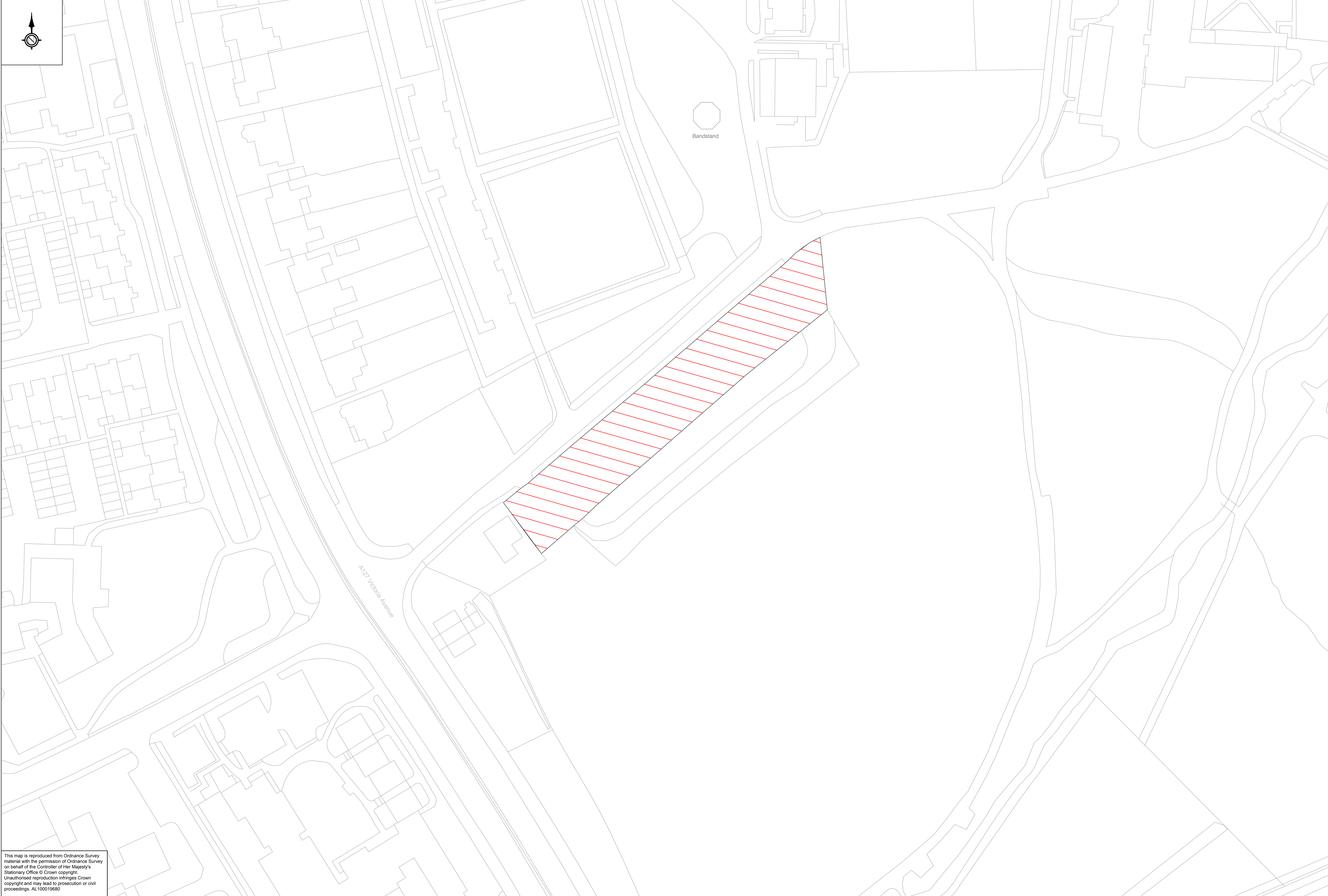
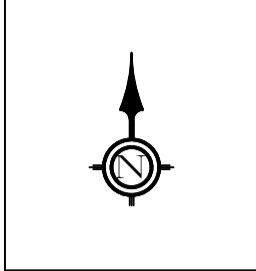
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Cycle Storage: Priory Park Car Park

Key



Proposed cycle storage/electric charging area




Drawn	Date
JC	28/08/2020
Checked	Date
JM	
Review	Date
NH	
Approved	Date
NH	

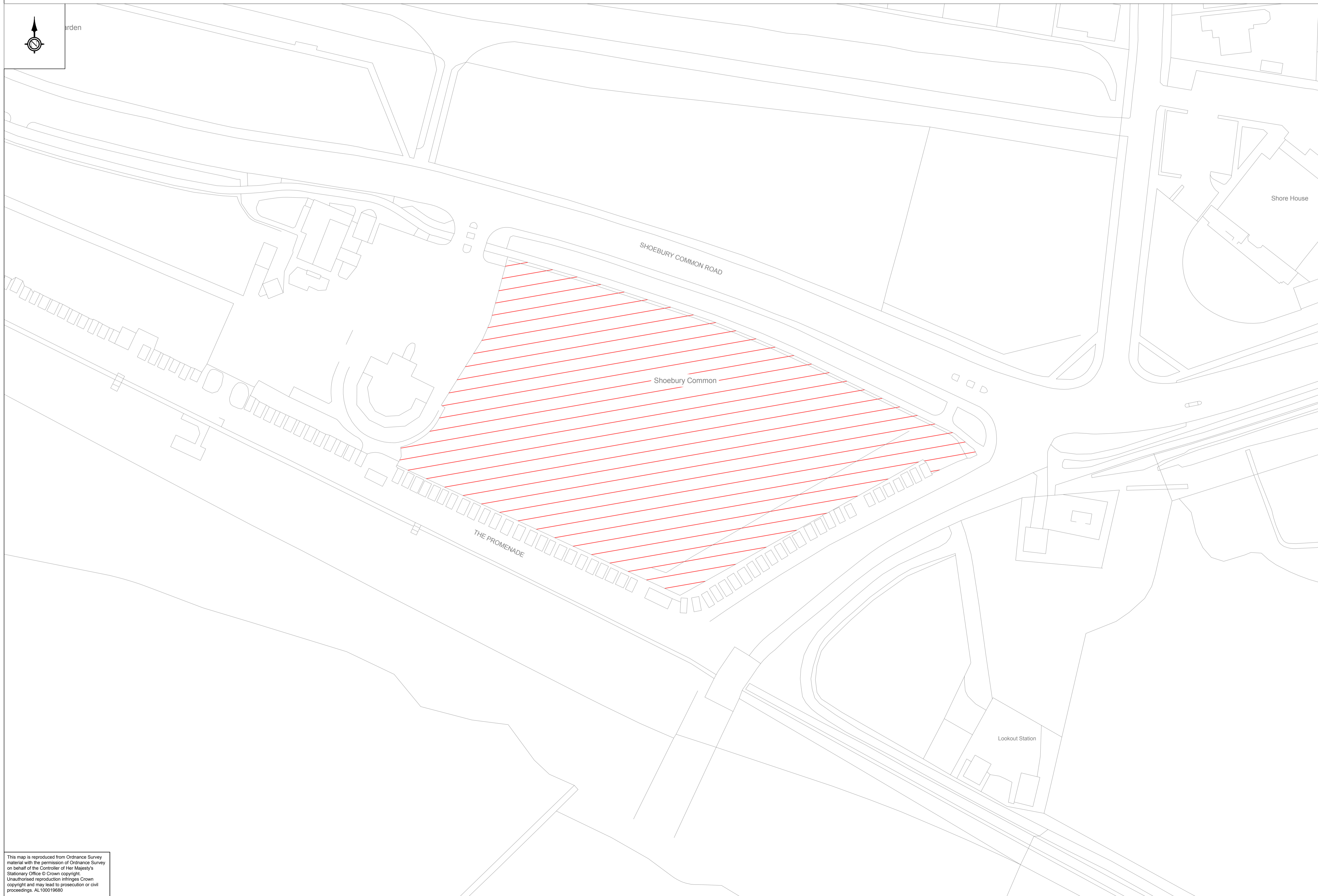
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Cycle Storage: Shoebury Common North

Key
 Proposed cycle storage/electric charging area

Drawn JC	Date 28/08/2020
Checked JM	Date
Review NH	Date
Approved NH	Date



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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Executive Director (Growth & Housing)

To

Cabinet

On

14th January 2022

Report prepared by: Amy Roberts, Senior Planner

Conservation Area Appraisals

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

1. Purpose of Report

- 1.1 To seek agreement from Cabinet that the Conservation Area Appraisals for Clifftown, Leigh, Leigh Cliff, Milton, The Leas and Shoebury Garrison are adopted (**Appendix 1 to 6**), following a recent period of public consultation.
- 1.2 To note that Conservation Area Appraisals for one new Conservation Area (Hamlet Court Road) and seven of the other existing Conservation Areas¹ were adopted by Cabinet in September and November 2021 respectively.

2. Recommendations

- 2.1 It is recommended that the Conservation Area Appraisal documents (Appendix 1 to 6) are adopted for the established Conservation Areas at: Clifftown, Leigh, Leigh Cliff, Milton, Shoebury Garrison and The Leas.

3. Background

Conservation Areas

- 3.1 The Borough's Conservation Areas² have special value for the community. They are visible links with our past and offer attractive contrasts to modern environments, so it is important to ensure the special character of these areas is protected and sympathetic enhancements encouraged. Acknowledging local distinctiveness and conserving heritage can be an important factor for regeneration and helps to inspire well designed new development.

¹ Conservation Area Appraisals for Chapmanslord, Eastern Esplanade, Leigh Old Town, Prittlewell, Shorefields, The Kursaal and Warrior Square.

² Chapmanslord, Clifftown, Crowstone, Eastern Esplanade, Leigh, Leigh Cliff, Leigh Old Town, Milton, Prittlewell, Shoebury Garrison, Shorefields, The Kursaal, The Leas, Warrior Square and Hamlet Court Road

- 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 (2021) (NPPF) sets out the Government's policies for conserving and enhancing the historic environment, making clear 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 191).
- 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 a Conservation Area. A new Conservation Area – Hamlet Court Road Conservation Area – was recently designated (September 2021) as part of this process.
- 3.5 An area's status as a Conservation Area is a material consideration for 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 process³, control over demolition of unlisted buildings, control over works to trees, and limitation on the types of advertisements that can be displayed with deemed consent. It can also provide support for the use of Article 4 directions to remove permitted development rights where avoidable damage is evidenced.
- 3.6 An Article 4 Direction restricts the scope of permitted development rights, as permitted by the General Permitted Development Order (GPDO). Where an Article 4 Direction is in effect, a planning application may be required for development that would otherwise have been permitted development. Article 4 Directions are used to control works that could have an impact on the character of an area of acknowledged importance, such as a Conservation Area. There are Article 4 Directions in place in: Clifftown, Leigh, Leigh Cliff and Milton. Modifications to these four existing Directions are recommended within the associated Conservation Area Appraisal and, in the case of Shoebury Garrison, a new Article 4 Direction is recommended.
- 3.7 It is important to note that an Article 4 Direction does not prevent the type of development to which it applied, more so it simply requires that planning permission is sought for the proposed development, which should be sympathetic to the special character of the Conservation Area. Through the appraisal process, a number of key potential impacts to the special character of the relevant Conservation Areas have been identified, and serving / modifying existing Article 4 Directions to remove some permitted development rights could assist in mitigating against these threats, such as requiring planning permission to be sought for alterations to windows which front a highway, or installation of hardstanding, for example.
- 3.8 Where modifications to existing Article 4 Directions are recommended within the appraisals (or a new direction in the case of Shoebury Garrison), separate authority will be sought for progressing these Directions.

³ Set out in legislation and discussed further in the NPPF and the Planning Practice Guidance (PPG)

- 3.9 The Council's adopted Development Plan in relation to heritage currently comprises policies within the Core Strategy, Development Management Development Plan Document and Southend Central Area Action Plan (these will be reviewed as part of the production of the Southend new Local Plan) which sets out the local approach to managing the historic environment. These policies together with national planning policy, are used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 3.10 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 have regard to Conservation Area status.
- 3.11 The Council commissioned independent heritage consultants, Purcell, to undertake a review and update of all the Borough's existing Conservation Area Appraisals and to produce appraisals for those Conservation Areas that do not currently have an appraisal in place.

Conservation Area Appraisals

- 3.12 The Conservation Area Appraisals (Appendix 1 to 6) present a review and update of existing Conservation Area Appraisals at Clifftown, Leigh, Leigh Cliff, Milton, Shoebury Garrison, and The Leas Conservation Areas. They include a management plan for each area and recommendations relating to matters such as locally listed buildings, boundaries and article 4 directions.
- 3.13 All the Conservation Area Appraisals referred to above were consulted on between November 2020 and January 2021, and comments received during the consultation have been considered during the process of preparing these documents for adoption (a summary of representations received for each Conservation Area subject of this report is included at **Appendix 7**). A brief overview of each Conservation Area, subject of this report, is set out below:
- 3.14 **Clifftown Conservation Area:** First designated in 1968, the area encompasses over 200 years of development as part of a major seaside resort, including the Georgian Royal Terrace and Shrubbery. The area was last appraised in 2006. No changes to the Conservation Area boundary are proposed in the updated Appraisal. The appraisal recommended that the Cliff Lift is added to the Council's Local List⁴ given its historic and architectural interest – built in 1912 by Waygood and Co. to transport people from the Western Esplanade up to Clifftown Parade (**Appendix 1**).
- 3.15 **Leigh Conservation Area:** First designated in 1971, the area originated as the historic manorial establishment of Leigh on top of the hill above the original

⁴ www.southend.gov.uk/design-historic-environment/locally-listed-buildings Non-statutory Local List which identifies buildings, structures and monuments of local architectural or historic importance. Locally listed buildings do not have statutory protection but make an important contribution to Southend's historic character and distinctiveness. Locally listed status will be a material consideration for planning applications affecting it.

fishing village. It expanded in the mid-late 19th century as the railway arrived and the population expanded, and now has an identity distinct from Leigh Old Town, though elements of coastal character survive. The area was last appraised in 2010. The new Appraisal does not propose any change to the Conservation Area boundary. The Appraisal recommended that 57 Broadway West is added to the Council's Local List, due to its good surviving historic shopfront (Appendix 2).

- 3.16 **Leigh Cliff Conservation Area:** First designated in 1981, the area was last appraised in 2010. Leigh Cliff Conservation Area is representative of the expansion of the village of Leigh away from the historic core on the shoreline and around St Clements Church in the late 19th and early 20th century, as Leigh-on-Sea's popularity rose. The Conservation Area links to Leigh Conservation Area along Broadway, the heart of the commercial centre of Leigh. The Appraisal recommended that 86 Broadway and 96 Broadway are added to the Council's Local List, due to their historic shopfronts, 96 with its panels of leaded lights set above timberwork, recessed front door, and 86 with its sash windows, prominent gables and timber shopfront.
- 3.17 The Appraisal considered the boundary of the Conservation Area, including neighbouring residential streets – it is not proposed to include any further residential streets within the Conservation Area at this time however one commercial section is not within the Conservation Area yet contains historic shopfronts. The Appraisal recommended that the following properties were therefore included within the Conservation Area: 62-88 (even) Broadway, and 3 – 7 (odd) Ashleigh Drive, Leigh (**Appendix 3**).
- 3.18 **Milton Conservation Area:** First designated in 1987, the area was last appraised in 2014. The Milton Conservation Area has a strong late-Victorian and early-Edwardian architectural quality, with ecclesiastical buildings forming landmark points. The layout of the area, which has resulted from the historic street pattern of the Hamlet of Milton and the latter location of Southend Park, also plays a large part in the special interest of the Conservation Area. No changes to the Conservation Areas boundary are proposed as part of this review. The Appraisal recommended that Avenue Road Baptist Church is added to the Council's Local List – designed by the architect F. E. Smee of Smee, Morris and Houchin and built in 1901 to serve the growing local community, it has decorative Gothic features and stained glass characteristic of the area (**Appendix 4**).
- 3.19 **Shoebury Garrison Conservation Area:** First designated in 1981, the area was last appraised in 2004. The Garrison has a crucial place in national military history for the development and testing of ordnance and for artillery training from the mid-19th to the mid-20th century. Many of the Garrison's buildings are listed buildings and have special architectural or historic interest.
- 3.20 The Shoebury Garrison Conservation Area boundary has been reviewed as part of the Appraisal process and is recommended to be amended as follows: exclude a small section of Gunners Rise (22-28 even) from the Conservation Area, which consists of parts of the rear gardens of these plots only, built out since the Conservation Area was designated; and to *include*: the 9.2 inch Gun

Emplacement and Experimental Casements within the Conservation Area (**Appendix 5**).

- 3.21 **The Leas Conservation Area:** First designated in 1981, this area displays excellent examples of late-Victorian/Edwardian seafront architecture. The area was last appraised in 2008. The updated Appraisal reviewed the boundary of the Conservation Area and recommended a minor extension, to include 22 Pembury Road. There is no Article 4 direction in place and the appraisal doesn't recommend serving one at this time. The Appraisal recommended that the following buildings are added to the Council's local list: 1-19 (odd) and 2-6 (even) Palmeira Avenue. (**Appendix 6**)

4. Other Options

- 4.1 That the Clifftown, Leigh, Leigh Cliff, Milton, Shoebury Garrison, and The Leas Conservation Area Appraisals are not adopted. This is not recommended however, as it would mean that each of these Conservation Areas does not have an up-to-date Appraisal and Management Plan in place. The new Conservation Area Appraisals will form part of the evidence base for the Local Plan and are intended to assist in planning decisions and to help ensure that the character and appearance of these Conservation Areas are conserved and enhanced.

5. Reasons for Recommendations

- 5.1 Six Conservation Areas have been appraised as part of this work and the Conservation Area Appraisals produced for them provide up to date evidence on each Conservation Area and any issues affecting them. They also provide a new management plan to help guide appropriate and sympathetic change within the area and highlight opportunities to enhance the character and appearance of these important heritage areas.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

The Conservation Area Appraisals will contribute to the Southend 2050 Outcomes for Pride and Joy, 'there is a tangible sense of pride in the place and local people are actively, and knowledgably, talking up Southend', by focusing on the conservation of the Borough's historic environment and recognising the role heritage plays in creating a sense of pride in a place.

- 6.2 Environmental Impact

The Conservation Area Appraisals set out an approach for managing the historic environment, including recommendations for enhancements to the local streetscape which could lead to enhancements of the local built environment, as well as promoting the retention and appropriate use of the historic buildings and wider environment.

- 6.3 Financial Implications

Financial and human resource input is necessary to fulfil the requirements of all stages in the preparation and delivery of a Conservation Area Appraisal.

The costs associated with preparing Conservation Area Appraisals are met from existing budgetary resources within the service. The documents proposed for adoption do not propose any substantial changes to the existing conservation area boundaries. As such there are no significant financial implications arising from this review in relation to the ongoing management of the conservation areas themselves.

6.4 Legal Implications

Section 69 (2) of the Planning (Listed Buildings and Conservation Areas) Act 1990 (*the Act*) sets out that it is the duty of a Local Planning Authority from time to time to review its Conservation Areas and to determine whether any new areas should be designated as such.

Section 69 (4) of the Act sets out that the designation of any Conservation Area is considered as a local land charge. The Conservation Area Appraisals subject of this report do not propose any substantial changes to existing Conservation Area boundaries and are already recognised as a local land charge. The boundary changes to Leigh Cliff, Shoebury Garrison and The Leas Conservation Area will be updated accordingly.

Section 70 (5) of the Act requires the Local Planning Authority to notify the Secretary of State in regard to the designation of any part of their area as Conservation Area under section 69 (1) or (2) and of any variation or cancellation. Section 70 (8) requires that notification of any designation, variation or cancellation is published in a local newspaper circulating in the local authority area. This will be undertaken following agreement of the Appraisals for adoption.

The revised National Planning Policy Framework (2021) (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 191). Due consideration has been had to this provision of the NPPF during the production of the Conservation Area Appraisals.

6.5 People Implications

Staff resources from the Strategic Planning Team have been required in order to contribute to the preparation of the Conservation Area Appraisals. Support from the Business Support Unit has also been required, particularly with regards to the public consultation process.

6.6 Property Implications

Each of the Conservation Areas included within the scope of this report include a range of privately and publicly owned buildings, including commercial and residential premises.

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, however Conservation Areas provide opportunity to conserve the historic character of the area and may over time help to deter inappropriate development that erodes this character. The Conservation Areas subject of this report are well established and recognised designations, but this work provides the opportunity to review these areas (in line with the requirements of national planning policy and relevant legislation) and make changes to provide an up-to-date account of their character and appearance, highlighting how this could be conserved and enhanced.

Section 69 (4) of the Planning (Listed Buildings and Conservation Areas) Act 1990 sets out that the designation of any Conservation Area is considered as a local land charge. The boundary changes to Leigh Cliff, Shoebury Garrison and The Leas Conservation Areas will be updated accordingly.

6.7 Consultation

All Conservation Area Appraisals that are subject to public consultation are consulted on in accordance with the Council's adopted Statement of Community Involvement (SCI 2020). This has included public consultation on all fourteen Conservation Area Appraisals between November 2020 and January 2021. The comments received during the public consultation have been reviewed and the Conservation Area Appraisals reviewed following this consultation and are presented for agreement for adoption. Where considered necessary updates have been made to the appraisals to, inter alia, correct typos, add in further detail regarding the history of a building/area where this was received, or to provide further clarification. A summary of representations received during the consultation period can be found in **Appendix 7**.

6.8 Equalities and Diversity Implications

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 Appraisals has provided the opportunity for different sections of the community to input into the proposals. No significant equalities or diversity issues have been raised through this process and the preparation of up to date appraisals is considered to support the Council in meeting its duties and obligations under the Equalities Act 2010.

6.9 Risk Assessment

An area's status as a Conservation Area is a material consideration for all planning applications and introduces some additional controls (including control

of works to trees, control over demolition of an unlisted building, limitations on the types of advertisements that can be displayed with deemed consent). Conservation Areas 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.

6.10 Value for Money

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. This approach is considered to strike the correct balance between making the best use of the available staffing resources and ensuring that this work is brought forward in good time.

6.11 Community Safety Implications

None.

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 (2021)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf

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 (2020)

<https://localplan.southend.gov.uk/sites/localplan.southend/files/2021-03/Southend%20SCI%202020.pdf>

7.6 Southend 2050

<https://www.southend.gov.uk/southend2050/>

7.7 Southend Conservation Areas

<https://www.southend.gov.uk/conservation-areas>

8. Appendices

Appendix 1: Clifftown Conservation Area Appraisal

Appendix 2: Leigh Conservation Area Appraisal

Appendix 3: Leigh Cliff Conservation Area Appraisal

Appendix 4: Milton Conservation Area Appraisal

Appendix 5: Shoebury Garrison Conservation Area Appraisal

Appendix 6: The Leas Conservation Area Appraisal

Appendix 7: Summary of Consultation Feedback

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Appendix 7: Summary of Consultation Feedback

Clifftown Conservation Area Appraisal

36 responses received.

Majority of responses received from residents/property owners.

Majority of respondents agreed that the Appraisal had adequately identified the area's special architectural/historic interest. In regard to any other aspects of special interest that should be included within the appraisal, most respondents didn't think anything else needed to be included. However, in terms of what else could be included, respondents highlighted elements such as the park, church, shops, university, seafront, avenue of trees and bowling green (*note: the bowling green, Prittlewell Square gardens, areas of green space on Clifftown Parade and The Shrubbery, Clifftown Theatre and Studios (former church), are all part of the Conservation Area. The university buildings, to the north of Southend Central station are not within the context area and have not been considered to be an element that should be included, not being immediately associated with the Conservation Area's historic growth*). The majority of respondents felt that the appraisal had identified the good and the harmful features of the conservation area, however some respondents felt there were other aspects to be addressed including: the amount of the signage for parking (*note: this is not immediately within the scope of the conservation area appraisal, however the management plan includes recommendations in regard to street furniture*); one respondent noted that sign writing in Nelson Mews (*note: reference to this is added to the appraisal*); a number of respondents were supportive of the extension of the Article 4 Direction to ensure the character and appearance of the conservation area is retained.

When asked how the appearance of the Conservation Area could best be improved, responses included better maintenance of properties from residents, maintenance of trees and pavements (*note: the conservation area appraisal includes a management plan, although maintenance is outside the scope of the appraisal it is encouraged*), control conversions to flats (*note: this is outside the scope of a conservation area appraisal, planning permission is required, but the wider implications of this can be considered on a case by case basis*), replace street lighting with historic columns, restrictions on replacing windows with upvc (*note: there is an Article 4 Direction within the area which restricts permitted development rights, including replacing windows, and it is proposed to extend this Article 4 Direction to include more properties*). In terms of the boundary, most respondents were happy with the area's boundary, however one felt parts of the High Street and other parts of Alexandra Street should be included (*note: the boundary was considered as part of the production of the appraisal and it was not considered that it necessitated extension*). In regard to planning controls, the majority of respondents agreed that permitted development rights should be controlled, including windows, chimneys, driveways, boundaries, front doors, porches (*note: the appraisal recommended that the Article 4 Direction was modified to include front doors and chimneys, features such as windows, porches, hardstanding and enclosures are already included in the Article 4 Direction*).

Leigh Conservation Area Appraisal

20 responses received.

All responses were received from residents and property owners.

The majority of respondents considered that the appraisal had adequately identified the area's special architectural or historic interest, of those respondents who didn't, comments included: too many similar new businesses, not looking after the historical and original side of the town (*note: types of businesses are not within the scope of a conservation area appraisal. The appraisal has been produced to provide a detailed review of the historic character of the conservation area, including a management plan to ensure its historic character and appearance is conserved and enhanced*). The majority of respondents commented that the appraisal had adequately identified the good and harmful features, although one respondent commented that original bricks should be preserved (*note: the current Article 4 Direction in Leigh restricts a number of permitted development rights to dwellinghouses covered by the Direction, including the rendering of brickwork*). When asked how best the appearance of the Conservation Area could be improved, responses included traffic restrictions (*note: this is outside the scope of a conservation area appraisal*), upholding conservation planning rules, and respecting the history and existing small businesses of the area. In regard to the boundary, the majority of respondents felt that the boundary was appropriate. A response from Leigh Town Council suggested that other streets could be included – all of Broadway West, Rectory Grove, Leigh Road, part of Elm Road specifically up to Pall Mall to incorporate the school (*note: the boundary was reviewed as part of this process and representations considered, however it was determined that the current boundaries did not require amendment at this time*). The majority of respondents considered that planning controls are needed for certain type of permitted development – including windows, doors, roofs, shop fronts

Leigh Cliff Conservation Area Appraisal

17 responses received.

Majority of responses received from residents / property owners.

All respondents considered that, in general, the Appraisal adequately identified the area's special architectural/historic interest and most considered that there weren't any other aspects of special interest that should be included. A small number of respondents considered there were other elements to consider, including Undercliff Gardens (*note: while relatively close to the south-eastern edge of the Conservation Area this has a very different character and context, and is separated by the road*). The boundary of the Conservation Area was reviewed as part of the production of the appraisal but it wasn't considered that an extension to include Undercliff Gardens was appropriate). All respondents considered that the Appraisals had adequately identified the good and the harmful features of the area. In regard

to improving the appearance of the Conservation Area, responses included inappropriate shopfronts and unsympathetic changes to residential properties including to windows, how people use the area – including leaving litter and busy, heavy traffic using Cliff Parade (note: management of this is outside the scope of the Conservation Area Appraisal although elements such as the busyness of certain roads and the potential impact on the setting of the Conservation Area are noted). When asked about the boundary of the Conservation Area, the majority of respondents agreed with this. One respondent considered that Cliff Gardens should be included within the Conservation Area (note: the gardens have a very different character to the Conservation Area, being an open space rather than an urban built up area, and are separated from the Conservation Area by the road. They also comprise a protected green space in the Council's existing adopted development plan for the Borough and are recognised as such in the early iterations of the new Southend Local Plan). Most respondents considered that planning controls are needed for minor types of permitted development – including support for restricting permitted development rights for change of windows, boundaries, roofs, replacing like for like. When asked what could conserve or enhance the area, responses included: preventing anti-social behaviour (note: this is outside the scope of the Conservation Area Appraisal), buildings maintained and built with consideration for the area. Other issues raised included- creating residents parking (note: not within the scope of the appraisal), and preventing parking on verges/pavements.

Milton Conservation Area Appraisal

33 responses received.

Responses were largely received from residents and property owners and the majority of respondents considered that, in general, the appraisal had adequately identified the area's special architectural or historic interest. Most respondents didn't think there were other aspects of special interest which should be included in the Appraisal, those who did identified residents parking (note: this isn't within the scope of the appraisal). A detailed response was submitted by the Milton Conservation Society, and points made have been addressed within the appraisal as appropriate, including – reference to the coach house, reference to Prittlewell, reference to Acres, text regarding St Vincent Mews, time period of Miltons development. Overall, most respondents considered that the appraisal had identified the good and harmful features, although one responses considered that residents parking needed to be considered (note: as above, this is outside the scope of the appraisal), one respondent thought a wider area should be included, such as the cliff lift and promenade (note: this is located within the Clifftown Conservation Area and is not immediately in the context of Milton Conservation Area). When asked how the conservation area could best be improved, responses included, parking restrictions, replacing fences with railings, public realm enhancements, more tree planting, renovating park road church, reinstating original features. The majority of respondents agreed with the boundary, one respondent considered areas of the London Road and Hamlet Court Road should be included (note: Hamlet Court Road is not in the immediate context of the Milton Conservation Area. A Conservation Area was recently designated at Hamlet Court Road in September 2021). In their response, the Milton

Conservation Society highlighted that they considered properties on Avenue Road should be included (note: this was taken into consideration when reviewing the appraisal, however no changes to the boundary are proposed – these properties were considered to have been subject to more alteration to windows and driveways as those to the south). There was a mix of views as to whether planning controls were needed for minor types of permitted development – those who considered that controls were needed thought that windows, doors, boundaries, materials, roofs should be controlled. The Milton Conservation Society considered that the Article 4 should be extended to include properties on Park Terrace, and modified to include works to roofs, chimneys and party wall parapets, alterations to front doors, and alterations to front boundary walls (note: this has been reviewed and considered as part of the production of the Appraisal, which includes recommendations to extend the Article 4 to include: 2-12 and 16-30 (even) Park Terrace and 1-15 (odd) Park Terrace, and to modify the Article 4 to include: the alteration of any door which fronts highway, works to chimneys and to party wall parapets, the alteration, construction or demolition of a means of enclosure which fronts a highway (walls, gates, fences etc) and the installation of hardstanding for vehicles. Article 4 Directions will be dealt with separately from the appraisal).

Shoebury Garrison Conservation Area Appraisal

32 responses received.

The majority of responses were received from residents/ property owners and most agreed that the area's special architectural or historic interest had been adequately identified. One respondent raised concerns regarding traffic in the conservation area, generated by businesses (note: this is a matter dealt with outside the scope of this appraisal). Most respondents didn't think there were any other aspects of special interest that should be included. However, some respondents thought other aspects should be included, such as: the heritage centre (note: this is included in the conservation area, although at the time of writing was not open); The Garrison Church (note: this is within the conservation area and reference to it included), the original gates (note further reference has been added to these), further reference to the regiments occupying the garrison (note: further reference added), Horseshoe Crescent and their design (note: this is within the conservation area and included within the appraisal). Most respondents didn't think there was anything else that should not be included, however one respondent considered that the Carriage and Wagon Shed should be removed from the appraisal (note: this structure is Grade II listed, it is located within the conservation area and remains as such). When asked if all the good and harmful features had been identified, most respondents answered 'yes'. Some respondents raised concern with dog mess, the number of visitors being attracted to the area and trucks/lorries associated within deliveries to local businesses (note: these are matters that are outside the scope of the appraisal. Site specific matters are dealt with by relevant Officers as appropriate), boundary fence to southern boundary adjacent to the boat house (note: it is understood that the erection of this fence is part of a coastal defence scheme and has been erected to address anti-social behaviour). In terms of improving the appearance of the conservation area,

responses included, providing more bins, securing car parks, bringing empty buildings back to use, protecting garrison church, enhancing the High Street, more information boards. There was support for controls to minor forms of permitted development, including windows, brickwork, boundaries, extensions (note: an Article 4 Direction is proposed to some areas of the conservation area that do not already benefit from the covenant in place that restricts some permitted development rights). In regard to other aspects of special interest that should be included in the appraisal, most respondents didn't consider there was anything else to add, however one respondent considered there should be mention of the 'domed' roofing on some of the buildings.

The Leas Conservation Area Appraisal

17 responses were received.

The majority of respondents were residents, property owners and businesses also responded. Most respondents considered that, in general, the Appraisal has identified the area's special architectural/historic interest. One respondent considered that the appraisal was too brief, and one thought areas of little/no value were included, one response considered that the domed roofing on some buildings should be referenced (note: where there is a corner/domed/turret room feature this is included in the property descriptions). One respondent commented that there considered there was little in the conservation area that was really worth conservation status, although agreed with some properties including the leas and Shorefield Road in parts. Some respondents raised concern regarding conversions of properties to HMOs, while another raised concern with anti social behaviour and litter, residents parking was also highlighted as was the public realm. In regard to the boundary, comments included some areas that respondents felt could be excluded including manor road, clifton road and the sun shelter, while others felt that the boundary should remain as it is, and another respondent considered that the area should be made wider (note: the boundary has been reviewed as part of the production of the appraisal and in light of comments received during the consultation process. A very minor amendment to the boundary is proposed, to include 22 Pembury Road, no further changes are now proposed). The majority of respondents did not think that planning controls were needed for minor types of development, of those respondents who did, aspects of development they considered should be controlled included minor extensions, boundaries, materials, windows.

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Southend-on-Sea Borough Council
Report of Executive Director for Neighbourhoods and Environment
To
Cabinet
On
23 November 2021

**Agenda
Item No.**

Report prepared by: Josh Copeland (Civil Engineering Team)

20 mph Neighbourhoods

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

1. Purpose of Report

- 1.1 To seek Member approval for the adoption of 20mph Neighbourhoods pilot scheme in the Southend borough in the following locations:
- 1.1.1 Leigh West and Leigh Ward
- i. Area bounded by Hadleigh Road, Rectory Grove, Lymington Avenue, London Road and Salisbury Road.
- 1.1.2 Thorpe Ward
- i. Area bounded by Thorpe Hall Avenue, Thorpe Bay Gardens, Maplin Way and Station Road.
 - ii. On Burges Road, Colbert Avenue and Wyatts Drive.
 - iii. On Shaftesbury Avenue, Kensington Avenue and Northumberland Crescent.
- 1.2 To advise Members that Traffic Regulation Orders may be required in advance and during the works.
- 1.3 Subject to the approval, the scheme implementation for the above scheme is anticipated to cost in the region of £500,000 and will be funded using capital grant from the Department for Transport (DfT).

2. Recommendations

Cabinet agrees that:

- 2.1 the proposed scheme for each of the areas be taken forward to construction; and**
- 2.2 delegated authority be given to the Executive Director for Neighbourhoods and Environment, in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment to agree the advertisement of any necessary traffic regulation orders.**
- 2.3 To approve the £500,000 grant funded expenditure to implement the 20 mph Neighbourhoods Scheme.**

3. Background

- 3.1 Following the publication of the councils most recent Local Transport Plan in 2015 (Southend-on-Sea Borough Council, 2015), an improvement to the existing network and traffic management schemes was identified.
- 3.2 In line with the Road Traffic Act (1988), local authorities are required to implement measures to improve and promote road safety for all road users.
- 3.3 Whilst accident monitoring on the existing highways network can identify specific areas of concern and create datasets that can be used as justification for future works, this is not a useful tool to monitor speeding.
- 3.4 Community safety was also highlighted as being of paramount importance. One documented method to improve such safety is by reducing speeds in residential areas to 20 mph.
- 3.5 Road closures, average/safety cameras and better enforcement were also discussed, but these options do not provide a physical obstacle to reducing vehicle speeds, and instead only act as a deterrent to speeding. The use of safety cameras would also require approval from the Safer Essex Roads Partnership (SERP), which may prolong installation and require additional financial considerations to be made to cover these installation and monitoring costs.
- 3.6 This 20 mph Neighbourhoods pilot scheme is being trialled in the wards of Thorpe, Leigh West and Leigh, as there is already the support of members for a scheme of this nature in these areas.
- 3.7 The outcome of this pilot scheme will aid in the development of similar schemes across the borough in the future.
- 3.8 The primary objective of the 20 mph Neighbourhoods scheme is to reduce average vehicle speeds, thereby improving the safety for road users, pedestrians and residents.

- 3.9 Reducing vehicle speeds will also have the secondary advantage of allowing drivers to react to sudden changes in road conditions faster and will give drivers greater visibility at junctions when driving at a slower speed.
- 3.10 Modelling and research undertaken by National Highways has also proven that lowering the speed limit is also the most effective emissions reduction option (Highways England, 2019)
- 3.11 It has been recognised that lowering vehicle speeds will have an effect on journey times. Along a 1km length of road, a vehicle travelling at an average speed of 30mph will take 74 seconds to travel the length of the road, whereas a vehicle travelling at an average speed of 20mph will take 111 seconds. Although there is a 37 second increase in journey times across this distance, this difference is comparatively negligible when offset against the risk of serious injury when travelling at the two different speeds.
- 3.12 Road widths vary between wards, with Thorpe ward having comparatively wider roads to Leigh West and Leigh wards, and so the traffic calming features to be used in each area will also differ to reflect the carriageway conditions.
- 3.13 Leigh West and Leigh Ward
- 3.13.1 The introduction of 20mph schemes in residential areas was first raised several years ago and was the subject of a Place Scrutiny Committee In-Depth Study. That study generally accepted the desirability of 20mph speed restrictions in some form, but was put on hold because the Government was carrying out a study into the subject. That study supports the provision of such limits and zones.
- 3.13.2 This current matter was first raised by a ward councillor approximately 4 years ago and was considered by the Traffic Regulations Working Party (TRWP) at its meeting on the 14th September 2017. When this was first considered it was proposed as part of a scheme to introduce one way streets as well as 20mph speed restrictions. The TRWP resolved that the scheme not be progressed due to concerns that the implementation of one way streets could increase vehicle speeds.
- 3.13.3 The provision of 20mph limits in residential areas directly links to the 2050 ambitions of Safe & Well and Active & Involved, by providing a more attractive environment for non-motorised users, which seeks to prioritise different modes of transport ahead of the use of private motor vehicles. The existing 20mph speed limits and the proximity to an existing School Streets pilot make this area an ideal location for this experiment ensuring safer walking routes for residents and school children.
- 3.13.4 Vehicle speed survey data has been collated for these roads at varying times, from December 2014 to July 2021. For a full set of these results, please refer to **Appendix A**.
- 3.13.5 The result of this data indicates that whilst the majority of traffic is complying with the speed limit in Southsea Avenue and Westleigh

Avenue, there is still evidence that some motorists are not complying with the speed limit.

3.14 Thorpe Ward

3.14.1 A meeting was held with Ward Members on 30th June 2021. At the meeting, they stated there to be known speeding issues in the following areas, based on feedback from local residents and previous incidents:

- i. Area bounded by Thorpe Hall Avenue, Thorpe Bay Gardens, Maplin Way and Station Road.
- ii. Burges Road, Colbert Avenue and Wyatts Drive.
- iii. Shaftesbury Avenue, Kensington Avenue and Northumberland Crescent.

3.14.2 Vehicle speed survey data has been collated for these roads at varying times, from November 2014 to February 2020. The result of this data indicates that for all these roads, with the exception of Northumberland Crescent, Kensington Avenue, St Augustines Avenue and Fermoy Road, the '85th percentile' (the speed at which 85% of vehicles will be travelling at, or below) figure speeds are greater than the existing 30mph speed limit. For a full set of these results, please refer to **Appendix B**.

3.14.3 This excessive vehicle speeding poses a significant risk to safety for all road users. As such, it is proposed to look at scheme options to mitigate this speeding issue, of which a 20mph zone scheme was suggested at the aforementioned meeting.

3.14.4 It is understood that local residents in the three areas have been informed of the option of a 20 mph zone scheme in the form of a newsletter publication. Feedback from this newsletter went to Councillors Woodley, Terry and Stafford, who reported that the scheme idea was positively received.

3.14.5 If approved, the proposed works are programmed to commence construction in February 2022.

4. Scheme Options

4.1 Leigh West and Leigh Ward

4.1.1 Taking account of the 85th percentile speeds above, it would have been desirable to install a 20mph speed zone in the Leigh Wards. However, owing to the highway geometry and parking requirements this could not be accomplished as there was insufficient carriageway space to install the number obligatory physical measures required within a 20mph zone.

- 4.1.2 As it was felt that traffic signs alone would not be enough to ensure drivers comply with a new 20mph speed limit, a pilot scheme, utilising visual features such as bespoke carriageway markings alongside strategically placed physical measures was developed.
- 4.1.3 The additional visual and physical measures, not normally required within a 20mph speed limit, will reduce vehicular speeds to the desired 85th percentile speed for a limit. This approach is being taken by other highway authorities such as Nottinghamshire County Council.
- 4.1.4 The scheme will therefore consist of:
- i. Regulatory 20mph speed limit signs, including smaller repeater signs
 - ii. Bespoke '20 is plenty' carriageway markings
 - iii. Entry treatment in the form of raised tables
 - iv. Raised tables across some junctions
 - v. Vehicle activated signs at key locations
 - vi. Bespoke '20 is plenty' lamp column banners

This will reduce speeds on all entrances to the limits and maintain compliant speeds along all of the roads within the scheme extents. This will not impact the quantity of parking spaces within the area. Raised tables will be constructed to a maximum height of 75mm.

- 4.1.5 The pilot will remain in place for a period of 12 months and then subject to the outcome, the scheme will either be formalised permanently or the measures will be removed.
- 4.1.6 The success of the pilot will be assessed by comparing the '85th percentile speeds' prior to the installation of these measures with post-scheme speed data. Additionally, consultation with residents will take place and also be collated and considered.
- 4.1.7 The boundaries between Leigh Ward and West Leigh Ward run along Grange Road and Marine Avenue. Thus, the only roads in West Leigh Ward affected by the proposals is the western half of Grange Road and Salisbury Road, all other West Leigh roads within the area are already subject to a 20mph.
- 4.1.8 The scheme will introduce 20mph speed limits, associated speed limit signage & road markings, vehicle activated speed signs, entry treatments and speed tables on the following roads:
- i. Salisbury Road
 - ii. Southsea Avenue north and south of Glendale Gardens

- iii. Lymington Avenue north and south of Glendale Gardens
- iv. Leighville Grove
- v. Grange Road

There will also be speed tables installed on the following roads which are already subject to a 20 mph speed limit:

- i. Percy Road
- ii. Westcliff Drive
- iii. Westleigh Avenue
- iv. Marine Avenue
- v. Fairleigh Drive
- vi. Ronald Hill Grove

4.1.9 If approved, the proposed works (refer to 4.4 for details) are programmed to commence construction in February 2022.

4.1.10 A proposed Scheme plan outlining the speed control measures for the above area, as well as a plan showing the scheme extents, is shown in **Appendix C**.

4.2 Thorpe Ward

4.2.1 Department for Transport's Circular 01/2013 – 'Setting local speed limits', provides guidance on speed control measures in 20 mph zones. The scheme options have been designed in accordance with this publication; incorporating the following:

- i. Non-physical measures of speed reduction, such as vehicle activated speed limit signs and review of static signing.
- ii. Physical measures, such as build-outs, speed cushions and pillows and raised tables.

4.2.2 As there is underlying historical issue of speeding on these roads (based on the 85th percentile survey data) and driver feedback signs "may encourage drivers or riders to drive over the speed limit or at a higher 'target speed'" (Essex County Council, 2010), it is felt that only physical measures would have an actual impact on reducing excessive vehicle speeds. Therefore, we propose to implement physical measures as follows:

Area bounded by Thorpe Hall Avenue, Thorpe Bay Gardens, Maplin Way and Station Road

- i. Gateways – To be located on the entrances/exits to the 20mph zone roads (excluding the western end of Station Road), to make it clear, through signage and raised tables, the driver is entering a different environment to encourage a change in driving behaviour and compliance with the speed limit. 20mph zone signs are to be clearly displayed.
- ii. Raised Tables – To be located across the extent of Area 1, to act as a physical traffic calming measure. Raised tables will be constructed to a maximum height of 75mm. Raised tables located on Station Road will be constructed with a 6-metre-wide plateau to allow local buses to safely pass over the top of them.
- iii. Speed humps – To be located across the extent of Area 1 (with the exception of Station Road), to act as a physical traffic calming measure forcing drivers to slow down on the approach and whilst going over the speed hump. Speed humps will be constructed to a maximum height of 75mm.
- iv. Speed cushions – to only be used on the designated bus service route along Station Road, allowing buses to easily pass, but still slowing other drivers. Cushions will be constructed to a maximum height of 75mm.
- v. Kerb line build-outs – To be located across the entire extent of Area 1 (with the exception of Station Road). The build-out will narrow the road, influencing driver behaviour, to slow down vehicles. Build-outs will be installed on both sides of the road at varying locations to avoid singular priority working. Where build-outs will be soft landscaped and be an extension to the footway kerb line.

Burges Road, Colbert Avenue and Wyatts Drive

- i. Gateway features – To be located on the entrances/exits to the 20mph zone roads to make it clear to make it clear, through signage and raised tables, the driver is entering a different environment to encourage a change in driving behaviour. 20mph zone signs are to be clearly displayed.
- ii. Raised Tables – To be located across the extent of Area 2, to act as a physical traffic calming measure forcing vehicles to slow down prior to mounting the table. Raised tables will be constructed to a maximum height of 75mm.
- iii. Speed humps – To be located across the extent of Area 2, to act as a physical traffic calming measure forcing drivers to slow down on the approach and whilst going over the speed hump. Speed humps will be constructed to a maximum height of 75mm.

Shaftesbury Avenue, Kensington Avenue and Northumberland Crescent.

- i. Gateway features – To be located on the entrances/exits to the 20mph zone roads to make it clear to make it clear, through signage and raised tables, the driver is entering a different environment to encourage a change in driving behaviour. 20mph zone signs are to be clearly displayed.
 - ii. Raised Tables – To be located across the extent of Area 3, to act as a physical traffic calming measure forcing vehicles to slow down prior to mounting the table. Raised tables will be constructed to a maximum height of 75mm.
 - iii. Speed humps – To be located across the extent of Area 3, to act as a physical traffic calming measure forcing drivers to slow down on the approach and whilst going over the speed hump. Speed humps will be constructed to a maximum height of 75mm.
- 4.2.3 Proposed Scheme plans outlining the speed control measures for each of the above areas are shown in **Appendix D**.
- 4.2.4 Within Area 3 is Lifstan Way, which is characterised as a through-route for traffic. Lifstan Way serves the adjacent Southchurch Park and Greenways. Southchurch Park is a popular leisure spot and Greenways is a local school. To protect child and pedestrian safety it is proposed to install speed humps on Lifstan Way, extending to the north and just past Greenways.
- 4.2.5 The pilot will remain in place for a period of 12 months under an Experimental Order and then, subject to the outcome, the scheme will either be formalised permanently, or the measures will be removed. There is also the possibility to amend the originally constructed design once the 12-month Experimental Order comes to an end, to reflect driver and pedestrian behaviour during the pilot period, should this be deemed necessary.

5. Budget

- 5.1 The estimated cost to produce detailed designs and implement all elements of this scheme is £500k and will be funded by DfT capital grant. Costs will be monitored throughout the project and any changes to the estimates will be reflected in the budget outturn report to Cabinet.

6. Reasons for Recommendations

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

7. Corporate Implications

7.1 Contribution to Council's Vision & Corporate Priorities

7.1.1 Safe & Well - This scheme contributes to the Council's visions, particularly in terms of moving towards a safer borough by reducing vehicle speeds and improving safety for pedestrians and school children ensuring residents feel safe and secure in their neighbourhoods. These works areas are also situated around schools participating in the School Streets pilot programme, so these schemes will also seek to contribute to the safety of school children and parents. This is in line with the Policy 16, taken from the councils Local Transport Plan, which highlights the need to "carry out a programme of measures designed to improve road safety and to promote road safety for all road users." (Southend-on-Sea Borough Council, 2015), which is what this pilot scheme, and subsequent 20mph Neighbourhood schemes, will seek to address.

7.1.2 Active & Involved – By improving safety, the ambition of the scheme is to encourage our residents to use active and sustainable transport options, by prioritising non-motorised vehicle travel ahead of private car use. This will be achieved by improving the perceived safety for pedestrians, who would be more inclined to use active travel options if it was their belief that these options were safe enough for use by both adults and children. This is in line with the councils Green City Action Plan sub-priority 2.4, which highlights the need to enable sustainable transport within the Borough and the actions that can be taken to achieve this (Southend-on-Sea Borough Council, 2021)

7.2 Property Implications

7.2.1 There are no property implications.

7.3 Consultation

A majority of residents are already aware of the plans to implement a 20mph zone scheme in Thorpe Ward. Consultation with key stakeholders, local schools, businesses and residents will be undertaken during the detailed design and construction process, and an experimental TRO (eTRO) will be enforced once the scheme has been constructed, which will allow for amendments to the original scheme design to be made at the end of the maximum 18 month experimental period. This gives both residents and road users the chance to experience the changes for themselves and submit feedback on any aspects of the pilot scheme they feel work well or could work better. Following residents feedback, any suggestions can be reviewed and implemented where necessary, creating a final scheme design that is agreeable to all parties.

7.4 Risk Assessment

7.4.1 Risks are reviewed throughout the life of the project and mitigation measures undertaken to reduce risks. A Road Safety Audit will also be

undertaken prior to, during and after the construction of each of the two pilot schemes.

7.5 Environmental Impact

7.5.1 Studies in London suggest that 20mph speed limits do not appear to worsen air quality as motorists driving style become smoother with less accelerations and decelerations producing less emissions. Furthermore, the reduced speeds also decrease road danger with less incidents and can encourage more active forms of travel particularly for local journeys.

7.5.2 Air quality monitoring will be undertaken prior to the commencement of works and once works have been completed, to assess the level of pollution in relation to the ambient air quality standards and ensure that what has been constructed does not have a negative impact on the local air quality.

8. Appendices

8.1 Appendix A: 85th Percentile Vehicle speed survey data – Leigh West and Leigh Ward

8.2 Appendix B: 85th Percentile Vehicle speed survey data – Thorpe Ward

8.3 Appendix C: Proposed Design Drawings for 20 mph Neighbourhoods in Leigh West and Leigh Ward

8.4 Appendix D: Proposed Design Drawings for 20 mph Neighbourhoods in Thorpe Ward

9. References

9.1 Atkins, AECOM, Maher, M. (2018) *20mph Research Study, Supporting Technical Appendix, Rapid Evidence Review*, SNC-Lavalin.

9.2 Essex County Council (2010) *Essex Speed Management Strategy*, Essex County Council.

9.3 Highways England (2019) *Summary of research projects to improve air quality on or close to the strategic road network*, Highways England.

9.4 Southend-on-Sea Borough Council (2015) *Local Transport Plan 3 Implementation Plan 2015/16 – 2020/21*, Southend-on-Sea Borough Council.

9.5 Southend-on-Sea Borough Council (2019) *Southend 2050: Our Shared Ambition*, Southend-on-Sea Borough Council.

9.6 Southend-on-Sea Borough Council (2021) *Green City Action Plan*, Southend-on-Sea Borough Council.

Leigh on Sea Road Safety Scheme																		
	Road Names	Current restrictions	Equip Remvd	Road	Location Request	Location - Actual	PSL	All		Direction 1				Direction 2				
								Total Vehicle Count	% of Vehicles Exceeding Speed Limit	Vehicle Count	Average Speed	85%LE Speed	% of Vehicles Exceeding Speed Limit	Vehicle Count	Average Speed	85%LE Speed	% of Vehicles Exceeding Speed Limit	
1	Burnham Road	n/a	07-Feb-19	Burnham Road	Reaction to DD collision 04	Jur os 71	30	8994	1.40%	3982	21	26	1.90%	5012	20	24	1.00%	125.916
2	Salisbury Road	n/a	20-Jun-14	salisbury road	middle	op 64	30	7225	1.40%	3816	18	24	0.80%	3409	20	26	2.00%	101.15
3	Percy Road	n/a	-															0
4	Westleigh avenue	n/a	27-Jul-21	Westleigh Avenue	last time, os 42, nr jct westclif	os 21 (cars parked os	20	6964	74.20%	3617	23	26	74.40%	3347	23	27	74.10%	5167.288
5	Westcliff drive	n/a	-															0
6	Glendale gardens	n/a	11-Dec-14	Glendale Gardens	near to Marine Avenue	op 132	30	26287	4.50%	26287	22	26	4.20%	12157	21	26	4.90%	1182.915
6	Glendale gardens	n/a	08-Feb-18	Glendale Gardens	Nr jct Hadleigh Rd	os 158a, op Westleigh	30	23427	3.30%	11971	19	26	2.50%	11456	19	26	4.10%	773.091
7	Marine avenue	n/a	-															0
8	Fairleigh drive	n/a	-															0
9	Ronald hill grove	n/a	-															0
10	Southsea Avenue	n/a	02-Sep-16	Southsea, Lyming!	At jcts?	Jct Lyminster	30	32999	19.80%	12753	24	31	14.00%	20246	27	34	23.40%	6533.802
10	Southsea Avenue	n/a	02-Sep-16	Southsea, Lyming!	At jcts?	Jct Southsea	30	29656	15.20%	12645	24	31	12.10%	17011	26	32	17.60%	4507.712
10	Southsea Avenue	n/a	17-Aug-17	Southsea Avenue	Glendale to Rectory	os 24	30	11110	2.10%	8958	22	26	2.10%	2152	20	26	2.00%	233.31
11	Grange road	n/a	-															0
12	Leighville grove	one-way	21-Jan-14	leighville	all rectory to glendale sections - traffic count		30	4098	8.60%	2013	23	29	11.40%	2085	21	26	5.90%	352.428
13	Lyminster avenue	n/a	17-Aug-17	Lyminster Avenue	Glendale to Rectory	os 21	30	4262	1.40%	2115	19	24	1.40%	2147	19	24	1.40%	59.668

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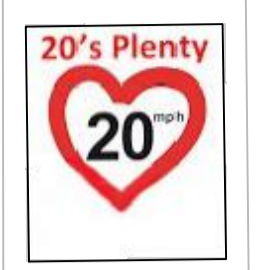
Thorpe Bay Scheme			All					
	Road Names		Equip Remvd	Road	Location Request	Location - Actual	PSL	Total Vehicle Count
1	Fermoy Rd		26-Nov-14	Fermoy Road		Nr jct St James Ave	30	4571
2	The Broadway		04-Nov-14	The Broadway		os No 26	30	10751
3	Burges Road		26-Nov-14	Burges Road		os No 134	30	25612
3	Burges Road		22-Jan-20	Burges Road	Nr jct St Augustine's	os 106, nr jct St Augus	30	16947
4	St Augustines Ave		04-Nov-14	St Augustine's Ave		os No 14	30	2997
5	Colbert Ave		-					
6	Wyatts Dr		-					
7	Lifstan Way S end		06-Feb-14	Lifstan Way	Op Southchurch Park		30	26704
7	Lifstan Way, nr rail bridge		26-Feb-20	Lifstan Way	Southchurch road and Woodg	North of bridge facing	30	65636
8	Shaftsbury Ave W end		08-Mar-19	Shaftesbury Aven	by park gates	os 66 nr park gates	30	15375
9	Kensington Rd		12-Jan-18	Kensington Road	Woodgrange to ambileside	os 181	30	7104
10	Northumberland Crescent		20-Oct-11	Northumberland Crescent			30	6551

All	Direction 1				Direction 2			
	% of Vehicles Exceeding Speed Limit	Vehicle Count	Average Speed	85%ILE Speed	% of Vehicles Exceeding Speed Limit	Vehicle Count	Average Speed	85%ILE Speed
0.60%	3412	20	24	0.60%	1159	19	24	0.70%
43.70%	2741	27	32	29.60%	8010	30	36	48.50%
26.20%	10693	26	31	23.70%	14919	27	32	27.90%
27.90%	8708	28	34	33.30%	8239	26	31	22.20%
9.10%	1713	21	27	9.50%	1284	21	27	8.60%
31.40%	13361	28	32	31.40%	13343	29	32	31.40%
77.40%	33458	33	37	73.30%	32178	34	37	81.70%
16.20%	8376	24	31	16.60%	6999	24	31	15.80%
3.90%	4119	21	26	4.40%	2985	20	24	3.20%
0.03%	3357	17	21	0.05%	3194	16	20	0.00%

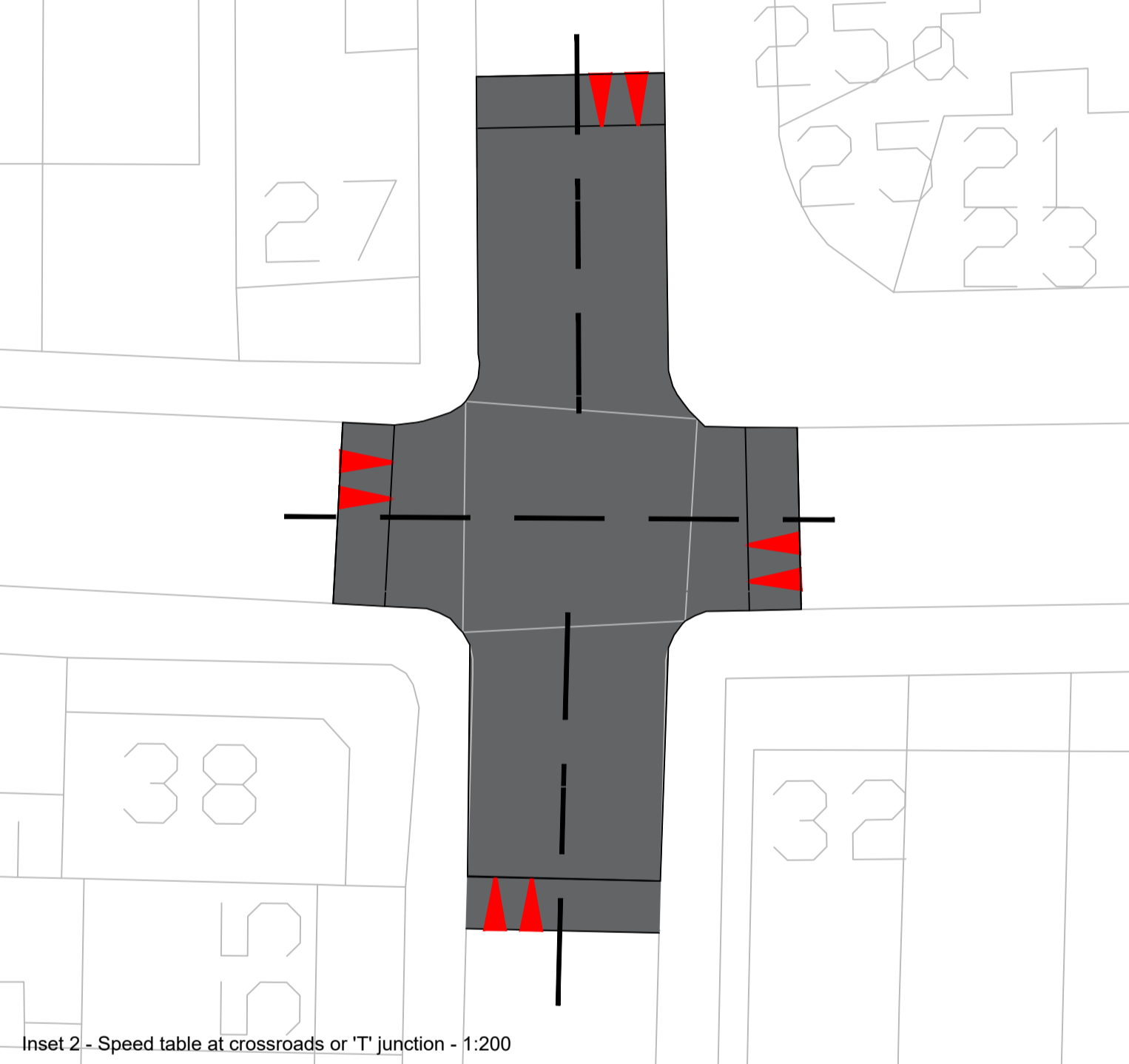


Revisions			
Rev	Details	Auth	Date
A	Original Issue	JM	Nov-21

- Key
- 20 mph speed roundel not shown to scale for clarity.
 - Speed limit signs are omitted when the street is already subject to a 20mph restriction.
 - Speed table dimensions are 1.85m ramps with a 6m wide flat top across the full carrieway width. Height of tables to be 75mm.
 - 20's plenty speed roundel road markings are 4m x 2m.
 - Additions/alterations to existing drainage to be considered prior to construction.



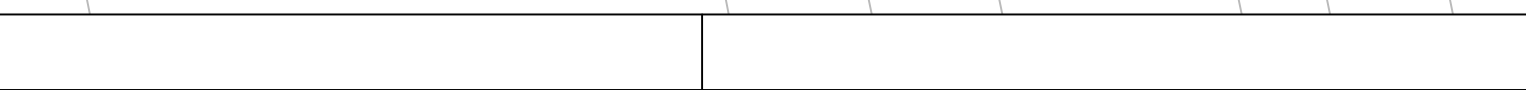
Inset 1 - Speed table on a 2 way road - Scale 1:200



Inset 2 - Speed table at crossroads or 'T' junction - 1:200



Inset 3 - Speed table with a signal controlled crossing - Scale 1:200



SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

In addition to the hazards/risk normally associated with the types of work detailed on this drawing, note the following significant residual risks

Construction	None
Maintenance/Cleaning	None
Use	None
Decommissioning/Demolishing	None

Southend-on-Sea Borough Council

Department for Place

PO Box 5560, Civic Centre
Victoria Avenue, Southend on Sea,
SS2 6ZQ

Project Title
Leigh 20mph Speed Limit Scheme

Drawing Title
General Arrangement

Drawn ETB	Date 24/11/2021	Scales @ A1
Checked AG	Date 26/11/2021	As shown
Review JC	Date 26/11/2021	
Approved JM	Date 26/11/2021	Revision X

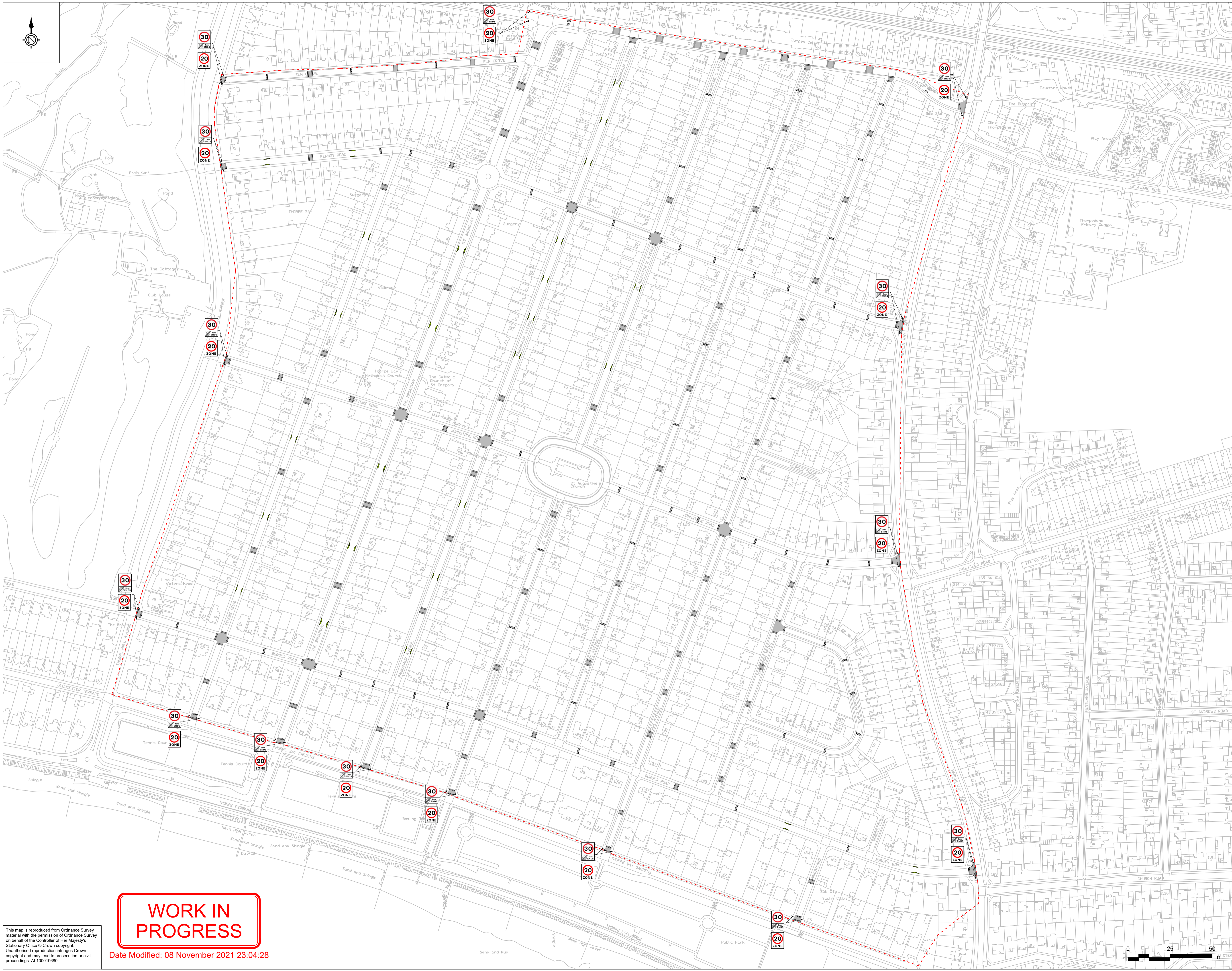
Drawing Status	
Preliminary	<input checked="" type="checkbox"/> Construction
Tender	<input type="checkbox"/> As Constructed

Drawing Number
SBCC-SBC-L20SL-P-0102

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Site location general scheme layout - Scale N.T.S.

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SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

In addition to the hazards/risks normally associated with the types of work detailed on this drawing, note the following significant residual risks

Construction	Statutory Undertakers - The positions of statutory undertakers mains and services have been based on information obtained records and confirmed by ground penetrating radar, but must be regarded as approximations until confirmed by excavation.
Maintenance / Cleaning	NONE
Use	NONE
Decommissioning / Demolishing	NONE

Notes:
1. All dimensions are in m

- Key
- Build out
 - Speed table
 - Round top Speed Hump
 - LTN Signage
 - 20mph Zone Boundary
 - Speed Cushions

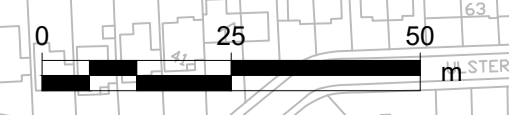
Rev.	Description.	XX	XX
		Drn	App/Date

Southend-on-Sea Borough Council
Neighbourhoods and Environment
PO Box 5560, Civic Centre
Victoria Avenue, Southend on Sea, SS2 6ZQ

Project Title
20mph Traffic Zone
Thorpe Ward
Drawing Title
Area 1
Thorpe Bay

Drawn	Date	Review	Date
KS	20/09/2021	NH	08/11/2021
Checked	Date	Approved	Date
JC	08/11/2021	JM	09/11/2021
Scales @ A1	1:2000	Revision	A

Drawing Status Preliminary
Drawing Number

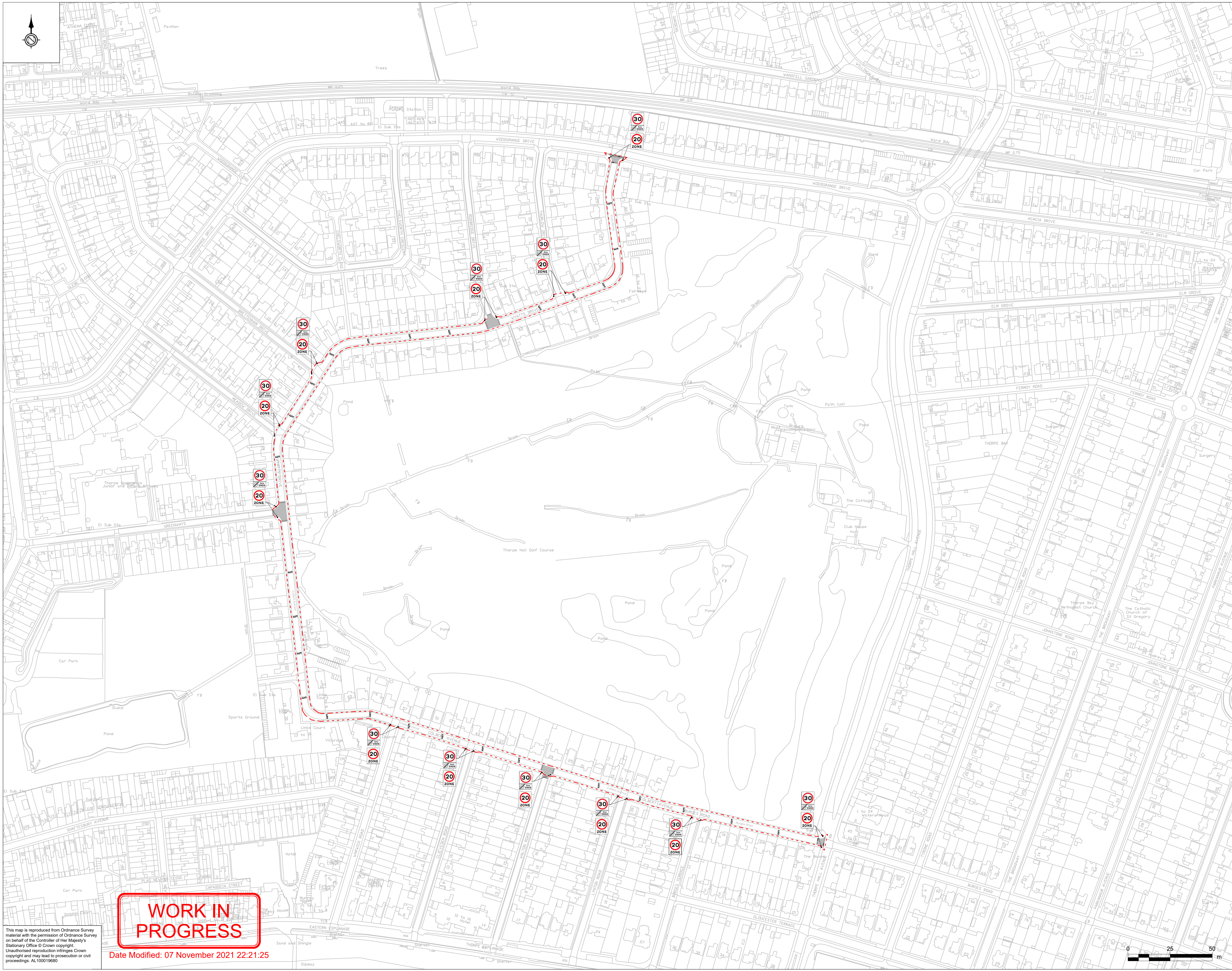


WORK IN PROGRESS

Date Modified: 08 November 2021 23:04:28

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SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

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Construction	Statutory Undertakers - The positions of statutory undertakers mains and services have been based on information obtained records and confirmed by ground penetrating radar, but must be registered as appropriate and confirmed by excavation.
Maintenance / Cleaning	NONE
Use	NONE
Decommissioning / Demolishing	NONE

Notes:
1. All dimensions are in m

- Key
- Build out with vegetation
 - Speed table
 - Round top Speed Hump
 - LTN Signage
 - 20mph Zone Boundary
 - Speed Cushions

Rev.	Description.	XX	XX
		Drn	App/Date

Southend-on-Sea Borough Council
Neighbourhoods and Environment
PO Box 5560, Civic Centre
Victoria Avenue, Southend on Sea, SS2 6ZQ

Project Title
20mph Traffic Zone Thorpe Ward Area 2
Drawing Title
Thorpe Hall Golf Club

Drawn	Date	Review	Date
KS	20/09/2021	NH	08/11/2021
Checked	Date	Approved	Date
JC	08/11/2021	JM	09/11/2021
Scales @ A1	1:2000	Revision	A

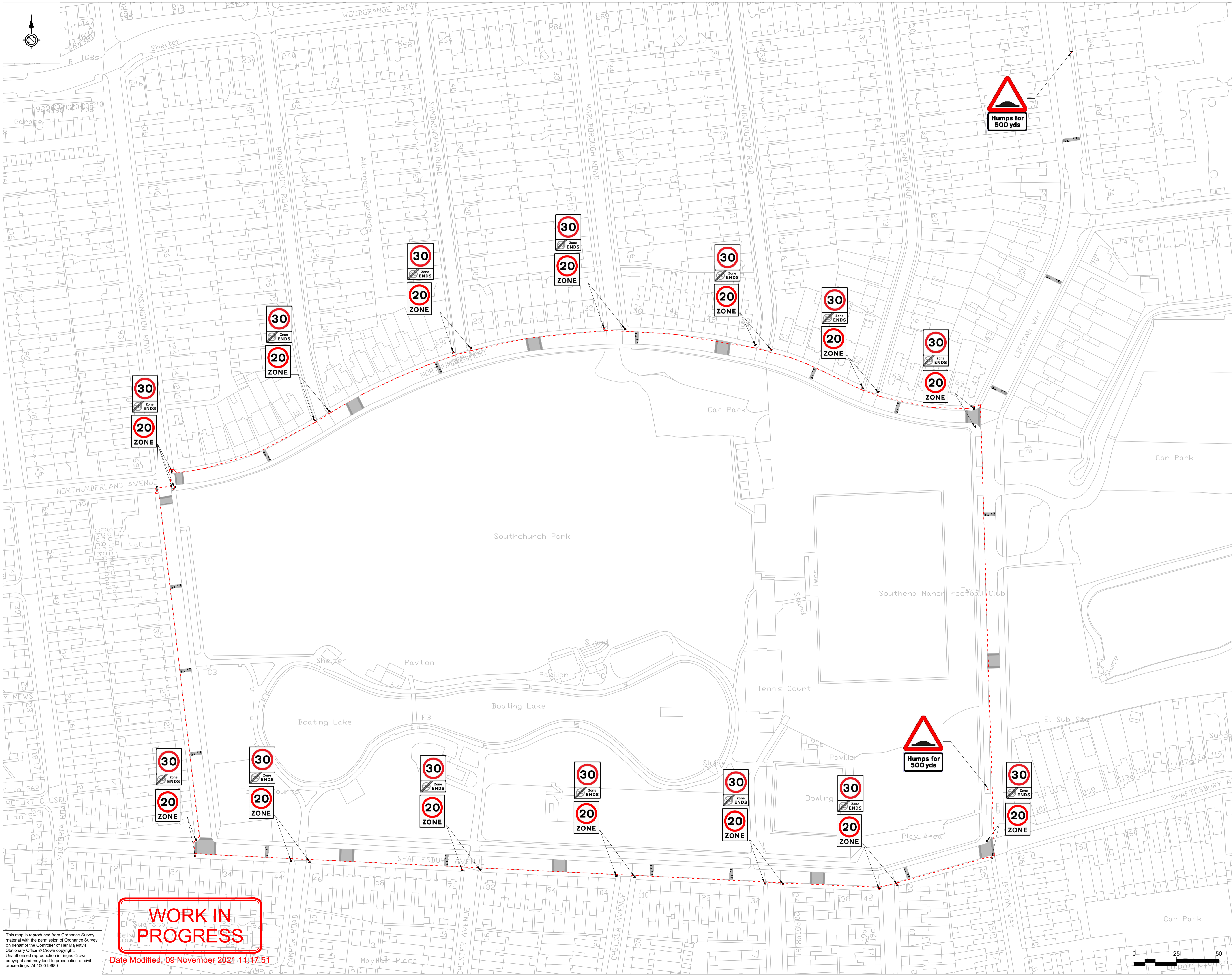
Drawing Status Preliminary
Drawing Number

WORK IN PROGRESS

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SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

In addition to the hazards/risks normally associated with the types of work detailed on this drawing, note the following significant residual risks

Construction	NONE
Maintenance / Cleaning	NONE
Use	NONE
Decommissioning / Demolishing	NONE

Notes:
1. All dimensions are in m

- Key
- Speed table area
 - Round top Speed Hump
 - LTN Signage
 - 20mph Zone

Rev.	Description	xx	xx
		Drn	App/Date

Southend-on-Sea Borough Council
Neighbourhoods and Environment
PO Box 5560, Civic Centre
Victoria Avenue, Southend on Sea, SS2 6ZQ

Project Title
20mph Traffic Zone
Thorpe Ward
Drawing Title
Area 3
Southchurch Park

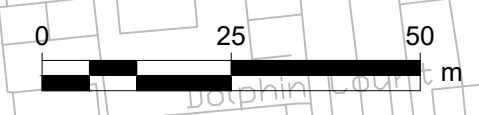
Drawn	Date	Review	Date
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Checked	Date	Approved	Date
JC	08/11/2021	JM	09/11/2021
Scales @ A1	1:1000	Revision	A

Drawing Status **Preliminary**

Drawing Number

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WORK IN PROGRESS
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Southend-on-Sea Borough Council

Report of Executive Director (Adult and Communities)

To

Cabinet

On

13 January 2022

Report prepared by: Tracy Harris, Lead Commissioner for Prevention

Agenda
Item No.

The Street Prostitution Strategy and Charter of Agreement

Relevant Scrutiny Committee(s) Community Safety and Customer Contact Working Party

Cabinet Member: Councillor Jones

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 This report accompanies both the Street Prostitution Strategy and Charter of Agreement developed further to Co-Production and workshops undertaken by members of the Street Prostitution Strategy Steering Group.

2. Recommendations

- 2.1 That Cabinet approves the Street Prostitution Strategy and Charter of Agreement to be taken through the governance process to Cabinet for agreement.
- 2.2 That Cabinet agrees for the work undertaken in the strategy and through the Charter of Agreement to be overseen by the Violence and Vulnerability Board

3. Background

- 3.1 In June 2020, in response to an identified concern about women selling sex on Southend streets, a meeting jointly hosted by the Council and the Southend Clinical Commissioning Group was convened with partner organisations, including adult social care, the Police, housing services, health services and key charities providing outreach and other support services.
- 3.2 The purpose of the meeting was to discuss this concern and it was identified that this group of women that are highly vulnerable have been poorly represented through Southend Borough Council strategies to date.
- 3.3 The meeting and work stream was led by the Head of Social Inclusion within the Council; this role has since been deleted however work on the strategy has been overseen by the same Officer who has now transferred to the Commissioning Team as Lead Commissioner for Prevention and Localities.

- 3.4 A Notice of Motion was submitted to Southend on Sea Borough Council's Cabinet in January 2021 on Street Prostitution to approve a strategy to support a risk reduction approach for women selling sex in street areas and build pathways to enable them to exit street prostitution in a safe managed way. The ask was also for the work to be embedded into the Violence and Vulnerability Strategy. It was agreed that the Motion would be referred to the Community Safety and Customer Contact Working Party for consideration. This Motion was approved at the working party.
- 3.5 There have been two coproduction events with women who sell sex alongside a workshop held with stakeholders, this then led to the production of the two documents.
- 3.6 The strategy will be monitored through the monthly held Street Prostitution Steering Group and be evaluated and re developed further to one year after it is adopted.
- 3.7 All groups working on delivering the Strategy will be asked to sign up to the Charter of Agreement which will again be reviewed after one year.
- 3.8 This workstream will be ongoing, being developed and reviewed especially after year one where the scope of the work will need to be widened to include other groups and types of sex work, this is documented and considered in the equality impact assessment. Therefore, a decision will to be made by Executive Directors on the ownership and lead for this work going forward.

4. Other Options

- 4.1 The Strategy is not approved in its present form, and further work is undertaken as directed to update the content so that it is agreeable for approval.
- 4.2 The Strategy is not adopted, and work continues with the current outreach service and drop in provision currently being provided by our Voluntary Sector partners to support these vulnerable women.

5. Reasons for Recommendations

- 5.1 To endorse the work that has already taken place to support this socially excluded and vulnerable group and ensure that the Strategy developed has overall Senior Leadership support via the Violence and Vulnerability Strategic Group. The Violence and Vulnerability Strategic Group will report on the work progress biannually.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

Safe and Well

This strategy will help to deliver on the Safe and Well outcome by providing co-ordinated support services to reduce harm and provide a clear pathway to exit street

prostitution. It will protect and improve the quality of life of this most vulnerable group in our community as well as ensuring residents feel safe and secure in the areas that street prostitution is operating from.

Opportunity and Prosperity

The strategy will also help to deliver on the Opportunity and Prosperity outcome by ensuring that the women's voices are heard, and that they feel valued and invested in as individuals. Co-ordinated support services and clear exit pathways will also ensure that the women can exit and create a new life for themselves, if they are ready to do so.

Active and Involved

This strategy also supports the Active and Involved outcome, as the strategy itself has been formed by the voices and experiences of this vulnerable group of women, as well as the perspectives of local services. All of which helps to shape services in Southend

6.2 Financial Implications

The cost of delivering this strategy is minimal to the Council, it involves officer time. Most of the agencies working to deliver this strategy are funded through other sources. The strategy could deliver potential savings to the Council as more co-ordinated resources and improvement to working practices would mean less women are reaching crisis point and require support through Adult Social Care.

6.3 Legal Implications

None

6.4 People Implications

None

6.5 Property Implications

None

6.6 Consultation

Three coproduction events have been undertaken to develop the strategy.

6.7 Equalities and Diversity Implications

This strategy maximises the opportunity for promoting equality. An Equality Impact Assessment has been carried out for the strategy.

6.8 Risk Assessment

All partners involved in working to deliver this strategy have risk assessments in place.

6.9 Value for Money

The Council are acting as a point of oversight in the delivery of this strategy. The strategy will ensure partnership working and improved practice are co-ordinated with commissioned and non-commissioned services to deliver wrap around support and ensure that information and guidance is in place in order to prevent crisis for this disadvantaged group of women.

6.10 Community Safety Implications

Street Prostitution has significant impact on the local community with high levels of anti-social behaviour because of the women selling sex and the men in the area who are pimping the women or buying sex, including drug-dealing, hazardous litter, and noise nuisance. By coordinating support to this group of vulnerable women and providing them pathways for them to exit prostitution we will improve community safety.

6.11 Environmental Impact

None

7. Background Papers

None

8. Appendices

**Appendix 1 - Street Prostitution Strategy for Southend on Sea Borough Council
2022/23**

Appendix 2 - Charter of Agreement

Street Prostitution strategy for Southend-on-Sea Borough Council 2022-2023

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Introduction

In June 2020, in response to an identified concern about prostitution in Southend, a meeting jointly hosted by the Council and the Southend Clinical Commissioning Group was convened with partner organisations, including adult social care, the Police, housing services, health services and key charities providing outreach and other support services. The purpose of the meeting was to discuss the individuals involved in prostitution in the Borough. It was agreed by the members that the group of greatest and immediate concern was the vulnerable women involved in selling sex on the streets, this group have been poorly represented through Southend Borough Council strategies to date.

This group are often high and dependent users of drugs and alcohol, other vulnerabilities may include mental health, depression, vulnerable housing status, domestic abuse and previous experience of the criminal justice system. They put themselves at risk of harm from sexually transmitted diseases as well as potential harm from violence and exploitation on a daily basis.

A Notice of Motion was submitted to Southend on Sea Borough Council's Cabinet in January 2021 on Street Prostitution to approve a strategy to support a risk reduction approach for women selling sex in street areas and build pathways to enable them to exit street prostitution in a safe managed way. The ask was also for the work to be embedded into the Violence and Vulnerability Strategy. This Motion was approved.

Therefore, this strategy aims to understand the current support offer available, how it can be improved, reduce harm, have improved access. Whilst also enabling departments within the Council to work with local third sector organisations to develop exiting pathways that allow women who wish to stop selling sex to do so; promoting collaborative working by ensuring that our new network of partners is committed to developing an enhanced approach for supporting some of the most vulnerable women in our community.

Southend 2050

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

This strategy will help to deliver on this Southend 2050 outcome in particular:

Safe and Well

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

This strategy will help to deliver on the Safe and Well outcome by providing co-ordinated support services to reduce harm and provide a clear pathway to exit street prostitution. It will protect and improve the quality of life of this most vulnerable group in our community as well

as ensuring residents feel safe and secure in the areas that street prostitution is operating from.

Opportunity and Prosperity

- People in Southend feel **valued, nurtured, and invested** in
- This means that they have a love of learning, a sense of curiosity and are ready for school, employment, and the bright and varied life opportunities ahead of them.
- They have so many options to build a career or grow a business locally. We are so much more than a commuting town.

The strategy will also help to deliver on the Opportunity and Prosperity outcome by ensuring that the women's voices are heard, and that they feel valued and invested in as individuals. Co-ordinated support services and clear exit pathways will also ensure that the women have the opportunity to exit and create a new life for themselves, if they are ready to do so.

Active and Involved

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

This strategy also supports the Active and Involved outcome, as the strategy itself has been formed by the voices and experiences of this vulnerable group of women, as well as the perspectives of local services. All of which helps to shape services in Southend.

National and local picture

Prostitution itself is complex, and there are multiple issues affecting women who sell sex. They are at high risk of all forms of harm, be that physical violence, sexual violence, or the psychological impacts of trauma or poor sexual health, some likely to be long term. The psychological impacts of selling sex are immense and multiply the longer a woman remains in prostitution. Trauma responses make managing everyday life more difficult, so accessing services and agencies is more challenging which, in turn, leads to increased vulnerability and further exploitation. Being in prostitution becomes a cycle that is incredibly difficult to break.

Street prostitution has existed in Southend-on-Sea, especially in the area around York Road and Ambleside Drive for many years. Various police operations have succeeded in moving the women selling sex from one road to another and various organisations have tried to support women selling sex, but no intervention has had a significant impact on reducing the number of women selling sex or on the numbers of men buying sex. There is also a significant impact on the local community with high levels of anti-social behaviour as a result of the women selling sex and the men in the area who are pimping the women or buying sex, including drug-dealing, hazardous litter, and noise nuisance.

There are currently 35 women who are registered with the local outreach services who support women who sell sex. This outreach service engages with a further 4 women who sell sex in Southend, although they are yet to attend the service. By building positive relationships built on trust, the aim is to enable women to feel secure enough to visit drop-in sessions and to engage with support services.

In 2019, there were 9 referrals made to SOS Rape Crisis, where prostitution was either mentioned on the referral or during the initial assessment. The same number of referrals was made in 2020. Although, it is important to bear in mind that these figures only represent those service users who disclosed they were or had been selling sex and do not necessarily represent the true number of service users who had sold sex or were doing so. We are also unable to distinguish between indoor and outdoor prostitution in these figures.

There are challenges in capturing an accurate picture of the levels of street prostitution in Southend. Reasons include under-reporting by victims, inconsistencies in approach to data collection across services, and the hidden nature of this type of violence and associated stigma. Therefore, the data highlighted above is likely to be an underrepresentation.

Our priorities for 2022/2023

This strategy has been developed by members of the Strategic Street Prostitution Group in consultation with women who sell sex on the streets in Southend and also local services. This strategy has three priorities:

1. To understand the specific needs of women who sell sex on the street and recognise street prostitution can be used as adult sexual exploitation and a form of violence against women and girls.
2. To recognise the public health risks associated with street prostitution and ensure harm reduction measures are in place for women selling sex on the street - including provision of condoms and sexual health testing in a way that is truly accessible to women.
3. To enable departments within the Council to work with local third sector organisations to develop exiting pathways that allow women who wish to stop selling sex to do so - including helping to facilitate a forum for services to fast-track women into trauma-informed support, promoting collaborative working and holding organisations to account for the support they offer.

Once exiting pathways are in place that are shown to be appropriate and working to enable women to exit street prostitution, the focus will move to ending street prostitution in the Borough and sending a clear message that this town will not tolerate perpetration of sexual harm.

Overall achievements/changes made so far

It was agreed the initial focus would be on coordinating support to the street-based women selling sex as they were considered the most vulnerable, most exploited, and most socially excluded group. Due to the urgency to understand this cohort of women in more detail and to better co-ordinate support services, three key task and finish groups were initially set up to review drug and alcohol addiction support (chaired by Southend Borough Council); sexual and physical health needs (chaired by the Terrence Higgins Trust); and the co-ordination of outreach services (chaired by the Lead for MARAC). Outcomes from these groups have included the additional supply of condoms, provision of face coverings to outreach services for distribution during Covid-19, and the distribution of professional support service telephone numbers for urgent referral access to sexual health and drug and alcohol support. For simplicity it was then decided to move forward with two groups for women selling sex, an Operational Street Prostitution Group that is accountable to a Strategic Street Prostitution Group. The latter will report directly to the Violence and Vulnerability Strategic Group.

Other actions from this group were the establishment of a draft support pathway (appendix A) and training for partner organisations supporting women selling sex, delivered by the Terrence

Higgins Trust, Aspirations and The Storehouse. This Operational Street Prostitution Group then developed into a Street Prostitution Safeguarding Forum to discuss specific cases and provide a plan of wraparound support for each one. Street Prostitution Safeguarding Forum partners worked together to develop a Multi-Agency Information Sharing Agreement, to create a positive culture of information sharing between partner agencies, with the aim of improving service delivery.

Both Strategic and Operational Street Prostitution Groups were part of the consultation of the Southend Sexual Health Service procurement process. The feedback from the Groups was included in the service specification. A key service element and expected outcomes of the new Sexual Health Service is to proactively support women selling sex through robust fast tracked clinical assessment and safeguarding procedures; offering service access through face-to-face sessions; offering online services; contacting women selling sex through net reach provision; bespoke clinic provision; outreach provision; and access to home testing for sexually transmitted infections.

Women are enabled to access specialist support to address their drug and alcohol use by Southend Treatment and Recovery Service (STARS), who will allocate a keyworker to assist them to develop a personal care plan to address their needs. Each woman accessing the service will be given the opportunity to engage with women-only group sessions as part of their treatment offer, and where appropriate they will be offered additional treatment options such as 1-1 counselling, opiate substitution therapy, ambulatory detox for alcohol use, and access to residential detox and rehab if their needs cannot be met from community services. The personal care plan will also consider non-treatment concerns that will enable their journey to recovery; these should include consideration of access to suitable accommodation, access to benefits/income, access to physical and mental health services, access to social groups and activities, and focus on future aspirations around work, training and volunteering etc.

Where women experience sexual violence, the group is working with partners to support them through referrals to SOS Rape Crisis; the Oakwood Place sexual assault referral centre; and through the sexual health services. Support will also be given to women through the new Domestic Violence Bill where local authorities in England will have a duty to provide support to victims of domestic abuse and their children in refuges and other safe accommodation.

Safe and long term 'supported' housing is an important part of an exit strategy for women who sell sex however there is often complicated systems to navigate for assessment including vulnerability priorities and acceptance for tenancy may not always be the outcome. The Group is aware that onward case management is required to support women with complex needs and potentially longer-term interventions should be implemented to aid recovery, improve mental health and substance misuse outcomes, as well as providing training and employment opportunities therefore enabling women to sustain tenancies and live independently.

Consultation – what we have been told

Informal consultation was carried out with the women selling sex through the voluntary groups providing outreach services. First, a short questionnaire (appendix B) was printed out for the women, this included 3 questions about their current support offer. The women wrote down their answers, which helped give us an idea of the key issues, and what questions we need to ask in the future. A small group session was then organised with the women, in order to delve deeper into the key themes. The main aim of the group session was to identify the key issues with each service that was mentioned in the questionnaire and how we can improve these services.

A stakeholder workshop was then organised, and professionals from each key service was invited to the workshop. Including Change Grow Live (CGL), HARP, Aspirations, Southend Vineyard, Homeless Link, CCG Mental Health, Police, Council (Adult Social Care, Housing, Benefits, Rough Sleeper Initiative outreach team and commissioning), Probation, SOS Rape Crisis, Peabody Floating Support, Trauma Alliance, NHS Integrated discharges team and Safe Steps. The aim of the workshop was to understand the challenges that services face when trying to provide support to this group of women, and to work together on providing solutions to remove these challenges and create exit pathways to enable women to exit if they wish to do so. Professionals were also encouraged to think about some principles that organisations can agree on, which will be used to create a Charter of Agreement.

What the women told us

From both the questionnaire and the group session, several key themes were identified from the women's responses:

Housing

- Most of the women fed back that accessing support to obtain housing via the local authority Housing Solutions team was the area of most difficulty. The processes are **complex**, and the criteria is **difficult to understand**.
- The local authorities Housing Solutions team was also the agency with the most reported feedback around **negative language and feeling judged**.
 - A number of women reported receiving judgemental comments or a lack of support whilst accessing housing services.
- A number of the women felt they **weren't listened to or regarded as individuals**. This was also in relation to being told they were not homeless if they were not sleeping on the street every night, although they were selling sex to make sure they could pay for a cheap B&B so that they weren't at risk of sleeping rough. This highlights the issue of **hidden homelessness**.
- Issues around being **discharged from hospital**, after being inpatients, back to being street homeless. Highlights a lack of information sharing between health care, adult social care, and housing. One woman commented that she felt services "**did what they could to wash their hands of me**".
 - The women also reported the changing need to provide different personal medical information, and that once provided they were then told that wasn't enough, but when asking medical staff for more they believed what they had submitted was sufficient.

Drug and alcohol services

- A recurring theme was the **turnover of staff** and how many keyworkers you can be allocated in a short period of time, and how this affected trust and relationships.
- There was also consistent feedback that it takes quite a long time in their view to get onto a script, and if you miss a couple of appointments, you can be removed and have to start all over again.
- Positive feedback from women who have worked with a trauma informed key worker, they were very positive about their communication and approach.

Lack of female friendly spaces

- Most of the women commented on services not being female friendly environments, some of the women reported being reluctant to attend certain locations due to ex-

partners/men they have had difficulties with that also attend there. This can be a particular barrier to group work. Southend Treatment and Recovery Service (STARS) offer women's only mornings every Thursday which is not always accessible to women when they work nights.

Information sharing and guidance

- The recurring theme here was that some women did not know what support was available to them, even some women who have lived in Southend for some time. Some women felt that things keep changing, and that they didn't know where to go. Some reported being given the wrong information i.e. being told to go to a particular agency as they can support them with their issue, to then be told by the agency that they cannot help or that they are not open, despite being told they will be. This highlights a lack of information sharing and communication between services, which results in the women having to repeat themselves and their circumstances to different people.

The women were also asked what might help to make things better/more accessible, below are some of the suggestions:

- A leaflet with a bit about each agency, where they are, what they can do, how to contact them. That way wherever you walked into first you'd get the same information rather than bits here and there - A single access point or 'front door' so you know that if you go there, you can receive help with housing, benefits, substance misuse, social care advocacy, health and so on, with one main set of forms
- More flexibility around appointment times – need appointment windows rather than being asked to arrive at a specific time, afternoon appointments work better than morning
- Female only spaces and groups that operate at a time that is accessible

“For staff to remember that we are human beings”

What services told us

A total of 39 professionals attended the workshop, and a number of key themes were identified:

The need to place a gender and trauma informed lens on our work:

- Some services have bespoke elements of their service especially for women who sell sex – but not all agencies have this. This has a real impact on engagement, as the women are expected to fit into the wider rules and regulations or face consequences.
- Examples from housing providers in the workshop, some found that engagement had improved once they changed the rules e.g. curfews, having one address just for women and the other for men. This recognises the fact that many of these women have experienced trauma at the hands of men, and they may not feel comfortable sharing facilities/walking in the corridors at night with unknown males being present. Other ideas include:
 - The opportunity for the women to have female key workers
 - Female friendly spaces e.g. female only group sessions

- Taking services to the women - getting agencies to use a safe/trusted space to engage with the women
- However, it was also noted that due to the various constraints that many services are faced with i.e. high caseloads, lack of resources/funding – it can be difficult for services to put a gender and trauma informed lens on their work.

The need for a flexible and responsive offer:

- For example, drop-in services that respond to need there and then, and having complex needs workers who are going to be able to invest more time and effort into relationship building, to have workers who can be curious enough to keep going back to the individual if they are not engaging, but also have their timings right so if someone does want to engage then they can get onto it as quickly as possible.
- However, there is not always the resources/flexibility in the system for this to be the case. This results in missed opportunities for meaningful contact and safeguarding.

Information sharing and guidance

- A leaflet could be created and distributed in A&E and other areas – includes information on local services. Include information on where to go, who to call and opening times etc. A multi-agency approach is needed to create this leaflet, and to ensure that it is kept up to date.

Need for shared learning/work shadowing

- The idea was that you don't necessarily understand another agencies pathway unless you have spent some time seeing what it looks like in reality.

Gaps in provision

- Southend needs a stronger drug and alcohol recovery community
- Lack of provision around mental health and especially people with both mental health problems and addiction (dual diagnosis).

What we are going to do/action plan

1. Adopt a gender and trauma informed approach to delivering services

It is really important that organisations are listening to the women and their experiences, and factoring this into how services are delivered, with the hope that this will have a positive impact on engagement.

To address this we will:

- Develop female only spaces – no male staff walking around/answering the door etc.
- Get agencies to use a safe/trusted space to engage with the women, so they can see that organisations are trying to work together.

- Probation will be running a weekly drop in at Aspirations for their female cohort on Probation Orders. STARS are also aiming to deliver a group at Aspirations. The goal is to create a wrap-around service where women with complex needs can access services under one roof.
- Offer flexible appointment times – mornings do not work, need time windows rather than asking them to arrive at a specific time.
- Have female police officers speaking to women on Ambleside Drive in plain clothes.
- Provide women with the opportunity to have the same trauma informed key worker across their journey – as well as the option of choosing a female key worker.

2. Housing

Safe and long term 'supported' housing is an important part of an exit strategy for women who sell sex however there is often complicated systems to navigate for assessment including vulnerability priorities, and acceptance for tenancy may not always be the outcome. Housing was also an agency with reported feedback around negative language and feeling judged.

To address this we will:

- A Housing Solutions Officer will attend the fortnightly Safeguarding forum to discuss any clients with urgent housing need.
- A Housing Solutions Officer is to attend Aspirations, starting as a pilot, to explain how the process works, answer any questions, and to build relationships with outreach staff and service users.
- Rough Sleeping Mental Health team – have some parts of the team at Aspirations on a regular basis if that works for the women and the service.

3. Education and training of staff

Many of the women reported feeling judged by professionals and negative language being used in written correspondence.

To address this we will:

- Aim to get all services signed up to Trauma Alliance training and Community of Practice.
- Create a video for police trainees, of an individual sharing their lived experience – a way of helping them understand the women.
- Have a street prostitution lead within housing, who will be responsible for approving the letters that go out to the women – could work alongside the Trauma Alliance.

4. Communication between services

The women should not have to repeat their circumstances to a number of different agencies, services need to work in collaboration in order to produce better outcomes for the women.

To address this we will:

- Develop a universal referral form with a traffic light system to be agreed by all parties. The idea is that when somebody accesses one service, they then tick the boxes on

the form to say that they consent to their information being sent to these agencies. Agencies can then contact each other to say that they have an individual who needs access to their service. This will ensure that there are no delays due to concerns around consent, and agencies will be committed to at least responding to a referral within a defined period of time (according to the traffic light system that is to be developed).

- Promote the safeguarding forum and encourage each organisation to sign up, agree to attend, and also respond to actions. The forum will also be refreshed frequently to ensure that the right people are invited.
- Encourage organisations to sign up to a charter of agreement.

5. Information and guidance

There is a need to ensure that the women are aware of the services available to them.

- Create a leaflet which includes information about each agency: where they are, what they can do and how to contact them. Plans for the leaflet to be distributed within A&E and other areas.

Longer term aims

This strategy will last for 1 year and will focus on the short-term improvements, the delivery of the improvements/ actions in this strategy will be overseen at the monthly strategy group who will also ensure that a learning log is kept updated. This is to ensure that agreed processes are in place and are working before we look to more long-term preventative work to support a wider group of people involved in sex work including men.

Once agreed pathways are in place that are shown to be appropriate and working to enable women to exit street prostitution in the Borough, the focus of the Strategic Street Prostitution Group will move to sending a clear message that this town will not tolerate perpetration of sexual harm.

The need to develop a more flexible and responsive offer e.g. joint commissioning to have a package/framework already in place for when a woman says she wants to exit, she can be in a direct access respite room that night, can be treated for any drug/alcohol withdrawal within 24 hours, and an assessment done to look at a residential detox treatment.

The need for more complex needs workers, who are going to be able to invest more time and effort into relationship building. Due to time pressures, agencies often end up working with those that want to be working with them, so they tend to get picked up the fastest. Whereas those who are not ready to engage at that time can often slip through the net.

To build a stronger drug and alcohol recovery community in Southend.

How do we know if we have been successful?

We will continue to speak with the women to understand if they are feeling heard and supported by the services that they choose to engage with.

Trauma Alliance readiness assessments. The readiness assessment will be completed by all organisations that sign the Memorandum of Understanding (MOU). These assessments will

be used to develop a baseline of the organisation's current level of trauma-informed practice as well as how staff and volunteers are impacted by work within the organisation. Organisations will be encouraged to ask service users to participate in this baseline assessment.

Appendix A

Adult Exploitation Journey Map Journey Map — Southend-on-Sea

V3_Oct 2021

- Key**
- First responders
 - Secondary referrals
 - Food/Housing support
 - Information, Advice & Peer Support
 - Families and children
 - Mental Health support
 - Volunteering and training
 - National Organisations

In an emergency call 999

Kindness Kitchens Unit 9 Victoria Business Park Short St Southend SS2 5BY 07930287471	Promise Project Outreach and Storehouse Food Bank 01702 617348	Sanctuary By Sea Crisis Café 07785 615968 07743 920771 07803 078763	Out of Hours Safeguarding (adults & children) Southend Borough Council Emergency Duty Team 0345 606 1212	Southend Police 101	Carrie's Outreach Aspirations 07397 222110 Email - marie@aspirationsprogram.co.uk	One Love Soup Kitchen 07927803559	Substance Misuse Service STARS Southend.Referrals@cgl.org.uk 01702 431889	
Housing Solutions Team Southend Borough Council HousingSolutionsTeam@southend.gov.uk 01702 215002	NHS 111 Option 2 for Mental Health Community Mental Health Team 01702 456800	HARP Southend homeless charity 01702 615000 / 430696	Southend Rape Crisis info@sosrc.org.uk 01702 667590	Adult Access Team Southend Borough Council AccessTeam@southend.gov.uk 01702 215008 (option 1)	Sexual Health Service provide.sexualhealthservice@nhs.net 0300 303 2693	Terrance Higgins Trust HIV Specialists essex@tht.org.uk 07468 726059	SARC (Sexual Assault Referral Centre) Brentwood Community Hospital 01277 240 620 (24 hrs)	Safe Steps Domestic Abuse 01702 302333
Food vouchers Available 3x every 6 months from Food Banks, Community Policing Team, Citizens Advice, SAVS, Early Help & Family Support & churches	57 West Community church drop-in hub info@57West.org.uk 07938 847147	Southend Foodbank info@southend.foodbank.org.uk 07456 426203 (Mon, Wed & Fri)	The Salvation Army Southend.citadel@salvationarmy.org.uk 01702 348999	Essential Living Fund Southend Borough Council elfforessex@southend.gov.uk	JobCentre Plus Tel: 0845 6043719 0345 6043719 (mobiles)	Rough Sleeper Navigators Southend Borough Council RianneLowe@southend.gov.uk 01702 534994	Private Sector Housing Southend Borough Council PrivateSectorHousing@southend.gov.uk 01702 215002	Southend Floating Support Peabody sosreferrals@peabody.org.uk 01702 445870 0300 123 3456 (out of hours)
SAVS (Southend Association of Voluntary Services) info@savs-southend.co.uk 01702 356000	The Hub Project Information and Advice info@hubproject.co.uk 01702 611199	Citizens Advice Southend southendinfo@citizensadvice.org.uk 01702 456352 / 456354 / 0300 330 2103	CAST (Communities & Sanctuary Seekers Together) castsanctuary@hotmail.com 01702 436659	Transpire Peer Support for those that identify as Transgender 01702 668060 info@transpiresouthend.org	Rethink Employment Support 01702 330267 SEemployment@rethink.org	HeadsUp Employment Support 01206 228628 http://www.enableeast.org.uk/headsup		
Early Help & Family Support Southend Borough Council earlyhelpcontactpoint@southend.gov.uk 01702 215783	Southend YMCA 01702 301301	YPDAT (Young Person Drug & Alcohol Team) Southend Borough Council YPDAT@southend.gov.uk 01702 534300	Essex Support and Treatment for Early Psychosis (ESTEP) Contact centre: 0300 123 0808 ESTEP South East Essex Team: 01702 538022	Perinatal Mental Health perinatalteam@nhs.net General calls/ advice via office number 01702 538170	Trust Links Recovery College and Wellbeing Hubs 01702 213134	South East & Central Essex Mind office@seandcessexmind.org.uk 01702 601123		
Ugly Mugs Ending Sexual Violence Against Sex Workers Tel: 0161 629 9861 or admin@uglymugs.org	Runaway For young people aged 17 or under who have been forced to leave home Tel: 0808 800 7070	SHOUT 24/7 UK crisis text Text 'SHOUT' to '85258'	For further directories of Southend services, visit www.livewellsouthend.com or www.savs-southend.org/community-directory/	Southend Adult Community College 01702 445700 https://southend-adult.ac.uk/	Volunteering Matters Catherine Whitehead rine.whitehead@volunteeringmatters.org.uk Tel: 01702 534262	South Essex College learning@southessex.ac.uk 0345 52 12345		
Shelter Housing advice Tel: 0800 800 4444	Women's Aid Women and children experiencing domestic violence Tel: 0808 200 0247	Saneline Offers information and support for those with mental health issues, Tel: 0845 767 8000	Samaritans 0845 790 9090	FRANK helps people with drug problems Tel: 0800 77 66 00	Victim Support 0808 1689 111	Streetlink www.streetlink.org.uk Tel. 0300 5000914		

Appendix B

What services do you need now or what services did you need? (What support do you need)

What are/were the barriers that stopped you from accessing those services?

What would enable you to access those services?

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STREET PROSTITUTION STRATEGY 2021/22

CHARTER OF AGREEMENT

This charter is not a legally binding document, but rather an agreement between partner organisations to ensure commitment to developing an enhanced approach for supporting some of the most vulnerable women in our community. The aim is for change to become integrated and embedded in a way that will foster stability, sustainability, and cohesion within the system.

1. To ensure that the safeguarding forum is promoted effectively, and that each organisation signs up and agrees to attend, and also respond to actions. The forum will be refreshed frequently to ensure that the right people are invited.
2. For safeguarding leads within each organisation to sign up to this charter, they will be responsible for filtering this ethos to the rest of the organisation.
3. To adopt a gender and trauma informed approach to how services are delivered – all services to review their accessibility.
 - All staff to undertake training on trauma informed practice and sign up to the Trauma Alliance Community of Practice.
4. To develop a universal referral form with a traffic light system to be agreed by all parties.
 - Organisations to commit to at least responding to a referral within a defined period of time (according to the traffic light system that is to be developed).
5. To change the language of written correspondence to be softer, more accessible, and free of judgement.
6. To develop a clear leaflet for the women with information of local services - where to go, who to call and opening times etc.
 - A multi-agency approach is needed to create this leaflet, and to ensure that it is kept up to date.
7. To commit to timely and relevant information sharing between organisations, that is prompt and effective.
8. To increase the flexibility of services and worker mindset:
 - Encouraging a person-centred approach with the journey e.g. seeing not attending appointments as a journey to engagement, not a failure to engage.
 - Trust is something that should be fostered and is continuously developed. It is not an expectation that the client will come to the service having trust already.
 - Gaining the trust and being flexible with the approach, it is not essential to know everything immediately.

DECLARATION

This Charter of Agreement is made as of this day, _____,

Between

_____ of _____
(TITLE) (Organisation Name)

And

_____ of _____
(TITLE) (Organisation Name)

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Director of Regeneration and Growth

To

Cabinet

On

13th January 2020

Report prepared by: Ros Parker, Principal Southend Adult
Community College

Southend Adult Community College Annual Performance Report

Relevant Scrutiny Committee(s): Place Scrutiny
Cabinet Member: Councillor Ian Gilbert
Part 1 (Public Agenda Item)

1. Purpose of Report

The report presents the annual performance report for Southend Adult Community College (“the College”) and provides an update on the progress made in aligning the college with the council’s governance, accountability and Southend 2050 Ambition outcome delivery.

2. Recommendations

That the annual performance report for Southend Adult Community College 2020/21, provided in Appendix A, is noted.

3. Background

- 3.1 The Council receives funding for the delivery of adult skills, apprenticeships, young people’s provision, community learning and Special Educational Need and Disabilities (SEND) programmes from the Education and Skills Funding Agency (ESFA). Southend Adult Community College (“the College”), plans and delivers learning and skills in line with the contract of funding as the Council’s in house learning and skills provider.
- 3.2 The College previously operated at arms’ length from the Council with an independent governance structure and operating model similar to that of a maintained school. In November 2020 Cabinet took a decision to bring the College into the strategic leadership of the Council and align its provision of learning and skills to the Southend 2050 ambitions and improve its financial performance (minute 520 refers).
- 3.3 The College disbanded its governing body and has established a new governance and accountability structure within the Council’s reporting framework. It has also established an independent advisory board to provide

additional capacity in key areas of organisational development consisting of individuals who are specialists in their field.

- 3.4 Now under these new arrangements the College has provided its first annual report that sets out its performance for the academic year 2020/21 and updates Members on progress made with the transition towards greater integration with council service areas

4. Other Options

- 4.1 Options for alternative delivery models were considered previously and it was agreed that the preferred option was to integrate the College more fully into the Council. This report reflects the progress made since this option was agreed.
- 4.2 This report is for noting. Members could identify other information to be included in future performance reporting for the College.

5. Reasons for Recommendations

The report recommends that the College's annual performance report is noted by Cabinet, reflecting the changed governance arrangements now in place. As part of the Council, it is important that the positive contributions of the College to the skills, employment and well-being of Southend residents is presented as part of the organisation's economic recovery and community resilience activity.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The report sets out how the college has aligned its provision to the Southend 2050 roadmap and the outcomes achieved during the 2020/21 academic year. The learning, skills and wellbeing delivered by the College directly contribute to the following 2050 outcomes:

We protect and improve the quality of life for everyone in our community, including the vulnerable. The College is inclusive and seeks to improve outcomes for all who engage with it. Further, it offers specialist provision for vulnerable learners.

More Southenders agree that people from different backgrounds are valued and get on well together. The College brings together learners from different backgrounds with a shared ambition around learning, skills and employment, including provision such as ESOL (English for Speakers of Other Languages).

Our children are school-ready and young people are ready for further education, employment or training. The College offers specific provision for young people and supports other projects such as Kickstart.

As part of our economic recovery, Southend businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and safeguarding fulfilling careers. The College works with local businesses in many areas, including apprenticeship provision. It seeks to meet local need through its curriculum.

Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion. Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the borough. The College is seeking to address the digital divide through its provision and has worked with Cityfibre on this agenda.

Further the College positively contributes to the Council's recovery priorities, particularly priority 1 "Economic focus on a stronger and safer town".

6.2 Financial Implications

6.2.1 There are no direct financial implications of this report and appendix. The annual report does however reflect that the college has made significant financial savings to ensure expenditure is contained within income, which will improve its financial performance and be fully realised in the academic year 2021/22.

6.2.2 As the integration work continues, there will be further opportunities for savings, such as making a more significant contribution to the provision of workforce skills, apprenticeships and learning for health and wellbeing which could result in savings across other council service areas, optimise the use of public funds and generate new income.

6.3 Legal Implications

6.3.1 There are no legal implications of this report

6.4 People Implications

6.4.1 There are no people implications of this report.

6.4.2 The report reflects how the college has supported local people throughout the pandemic keeping them in learning and work, supporting positive mental health and wellbeing.

6.4.3 To enable the college to improve its financial position as set out in the previous report the college has undertaken a significant restructure resulting in redundancies.

6.5 Property Implications

6.5.1 The College has continued to operate from its three sites (Southchurch, Westcliff and Belfairs) and has benefitted from greater integration with the Property and Estates team.

6.6 Consultation

6.6.1 No consultation was required specifically for this report however the College undertakes regular engagement with staff, learners and partners to inform its activities and provision.

6.6.2 The College undertook a meaningful consultation with staff and unions in regards to the restructure to ensure the process was open, transparent and fair.

6.7 Equalities and Diversity Implications

6.7.1 The reports sets out how the College is embracing diversity and inclusion. Through the restructure all job roles have had equality, diversity and inclusion embedded into their functions and a senior leader has been identified to lead the promotion of equality, diversity and inclusion.

6.8 Risk Assessment

6.8.1 The College has risk assessments in place and continues to monitor and report on risks. The high-level risks include improving financial performance and securing quality improvements in teaching and learning to support growth and future sustainability

6.9 Value for Money

6.9.1 There are no value for money considerations directly resulting from this report. The College's financial position is regularly reviewed through the new governance arrangements.

6.10 Community Safety Implications

6.10.1 There are no community safety implications directly related to this report

6.11 Environmental Impact

6.11.1 There are no environmental impacts directly related to this report.

6.11.2 The College annual performance report will be available online only for environmental sustainability. Environment/climate change is an opportunity for the College which is well placed to provide training and support for skills in this area for the Council and residents

7. Background Papers

[Cabinet report 3rd November 2020 \(minute 520\)](#)

8. Appendices

Appendix A – Southend Adult Community College annual performance report
2020/21

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Southend Adult Community College

Keeping local people learning and working

Annual Report

2020/21



Introduction

Southend Adult Community College is proud to be an integrated service area within Southend Borough Council. Following cabinet decision in November 2020 to bring the college into the strategic leadership of the council it now has a refreshed governance and accountability structure and has aligned its services to the Southend 2050 ambitions. The college has adapted rapidly to the changing needs of Southend residents, community partners and local businesses.

During the pandemic the college remained open for the most vulnerable and transformed its delivery model to incorporate on-line and blended learning that kept more than 1600 local people learning, upskilled, active and involved throughout the lockdowns. Additionally, the college embraced its wider role within the community to support those in greatest need through the preparation and delivery of more than 4,500 meals for the homeless and elderly. Despite the challenges the college became a national leader in a safe and swift return to learning and working that promoted public confidence.

The college has enabled 95% of its learners and apprentices to achieve their outcomes during 2020/21. It has also grown its apprenticeship provision by 28% compared with a national drop in apprenticeship starts of 18%. Despite the financial challenges exacerbated by pandemic the college has generated significant savings of almost 10% of its income to improve its financial position. The college took part in the COVID-19 Ofsted pilot inspection and has used those findings to continue its journey towards excellent outcomes for local people.



Every year Southend Adult Community College welcomes more than 2,000 adults and young people across the Borough of Southend to our home of learning. Providing a nurturing environment we care about local people achieving their aspirations. Our talented and highly skilled workforce aim to create an environment where everyone can explore the full potential. Adults and young people can take part in a range of courses in any of our three sites and in community venues or employer premises:



Westcliff Centre

Dedicated centre for high needs young adults enabling them to become more independent and transition to the next stage of their lives



Ambleside Drive

Southchurch providing more than 400 courses across our wide ranging programme that include creative and cultural learning, skills for life and work, vocational qualifications, digital skills and apprenticeships. We also have a large programme for young people and adults with special educational needs and disabilities



Belfairs Campus

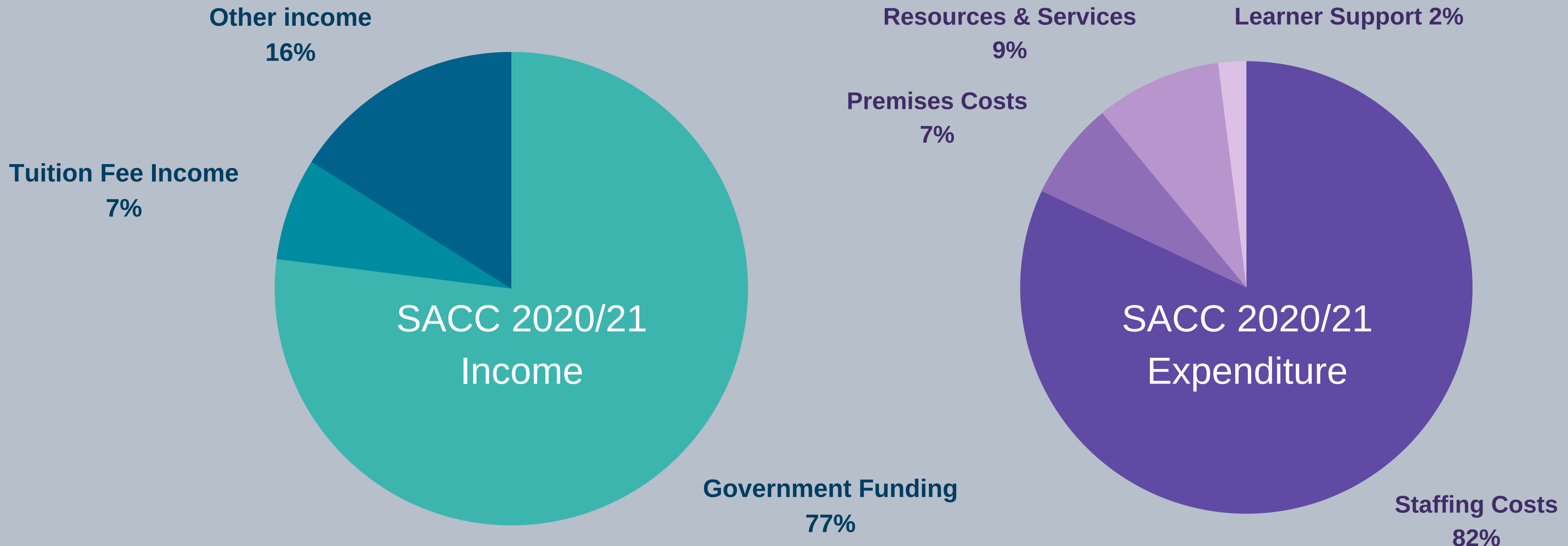
Leigh on Sea providing vocational qualifications, apprenticeships, digital skills, arts and language courses

Our courses start at entry level and include programmes up to level 5 enabling people to make progress. We provide a free information, advice and guidance service where young people and adults can explore their options and their next steps to get there. We work across council service areas to bring together programmes of learning that meet need and align to the Southend 2050 ambitions supporting economic recovery and community resilience. Each year we work with more than 30 employers to develop workforce skills and apprenticeships. We work with community partners to tailor make programmes such as family learning, employability skills, English for Speakers of Other Languages, improving mental health and wellbeing.

We are funded by the Education and Skills Funding Agency and through income generated by tuition fees payable by some learners. We are also delivery partners in projects such as HALO, PAVE and SECTA.



The College generated **£3,827,868** in income during 2020/21, the college's expenditure was **£3,904,136**. Steps have been taken to reduce expenditure in 2021/22 by reducing staffing costs whilst retaining or improving income streams.



Our values

INCLUSIVE

We are respectful and put people at the heart of all we do

.....

COLLABORATIVE

We work together to achieve the right outcomes for everyone

.....

HONEST

We are honest, fair and accountable for our decisions and actions

PROUD

We are proud of all we do

.....

AGILE

We are flexible and responsive to needs of people, community partners and employers

.....



Our purpose

1 To provide high quality learning and skills that enable people to progress

2 To ensure that, as the council's learning provider, we are focused on improved outcomes for local people, the workforce, business and community partners

3 To be ready for growth and innovation creating a sustainable future for learning and skills in Southend

4 To be a lead provider of learning and skills that is matched to Southend 2050 ambitions supporting community resilience and economic growth

Our achievements in 2020/21

- Aligned our planning of learning programmes to Southend 2050 ambitions
- Secured new governance and accountability structures forming two groups:
 - Governance: Southend Adult Community College Finance, Curriculum and Quality Group with membership senior officers across service areas and functions
 - Advisory Board: Membership includes expert practitioners in education and skills, funding and finance, digital technology, quality improvement and safeguarding bringing leadership capacity
- Played a lead role in the LGA peer review, action research project and action plan implementation for 18-25 years most impacted by the pandemic economically, socially and their mental and physical wellbeing
- Co-leadership of opportunity and prosperity outcome 6
- Achieved 10% growth in funding for special educational needs provision
- Enrolled 1662 learners onto courses during the academic year and kept them learning remotely during the lockdowns
- Secured a 93% retention rate meaning our learners stayed on their course during the pandemic and did not withdraw despite moving to on-line delivery for all provision
- 95% of learners achieved their outcomes and qualifications
- Apprenticeships grew by 28% from 40 in 19/20 to 51 in 20/21 which bucked the national trend of an 18% drop in apprenticeship starts

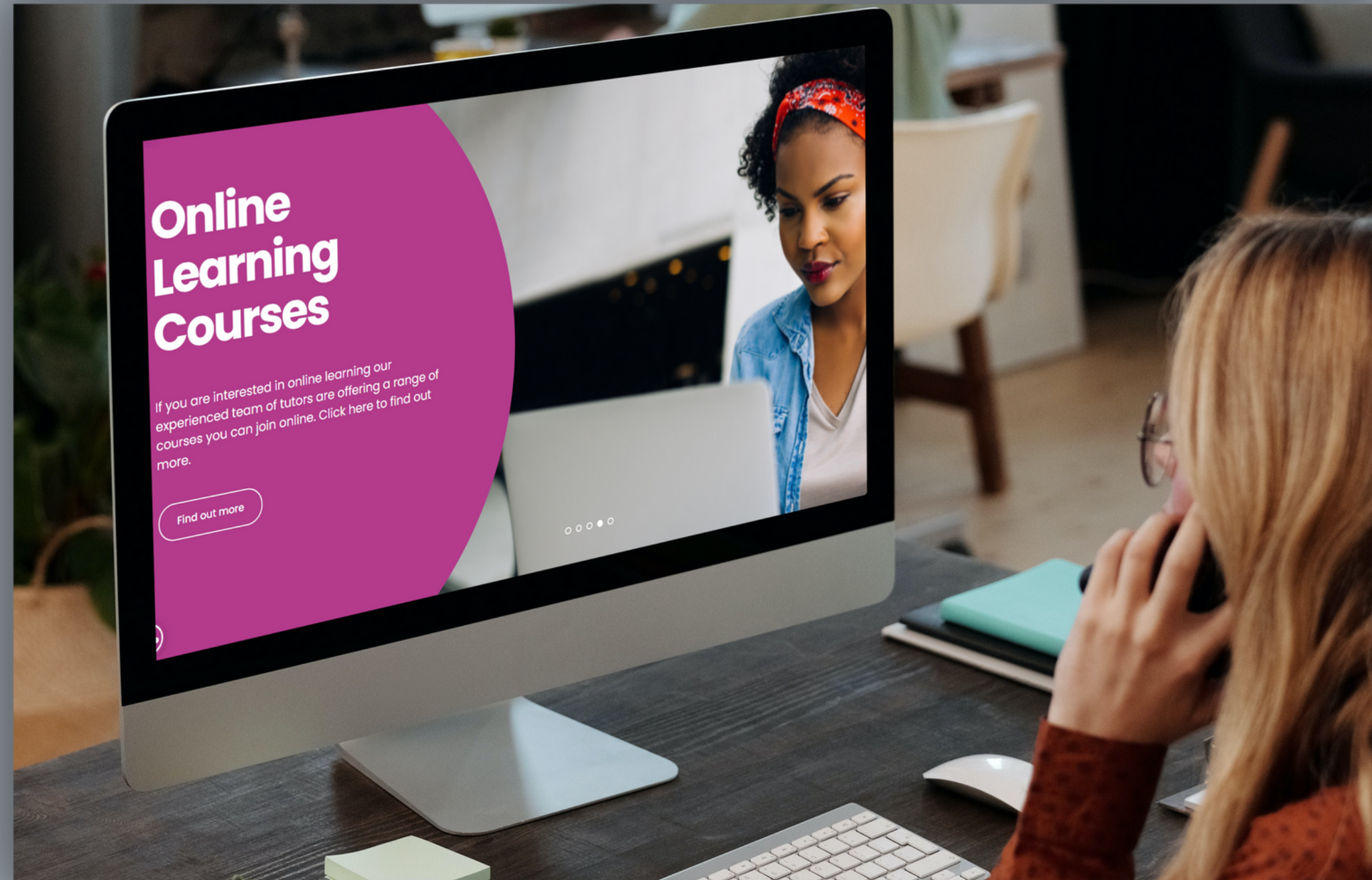


Our achievements in 2020/21

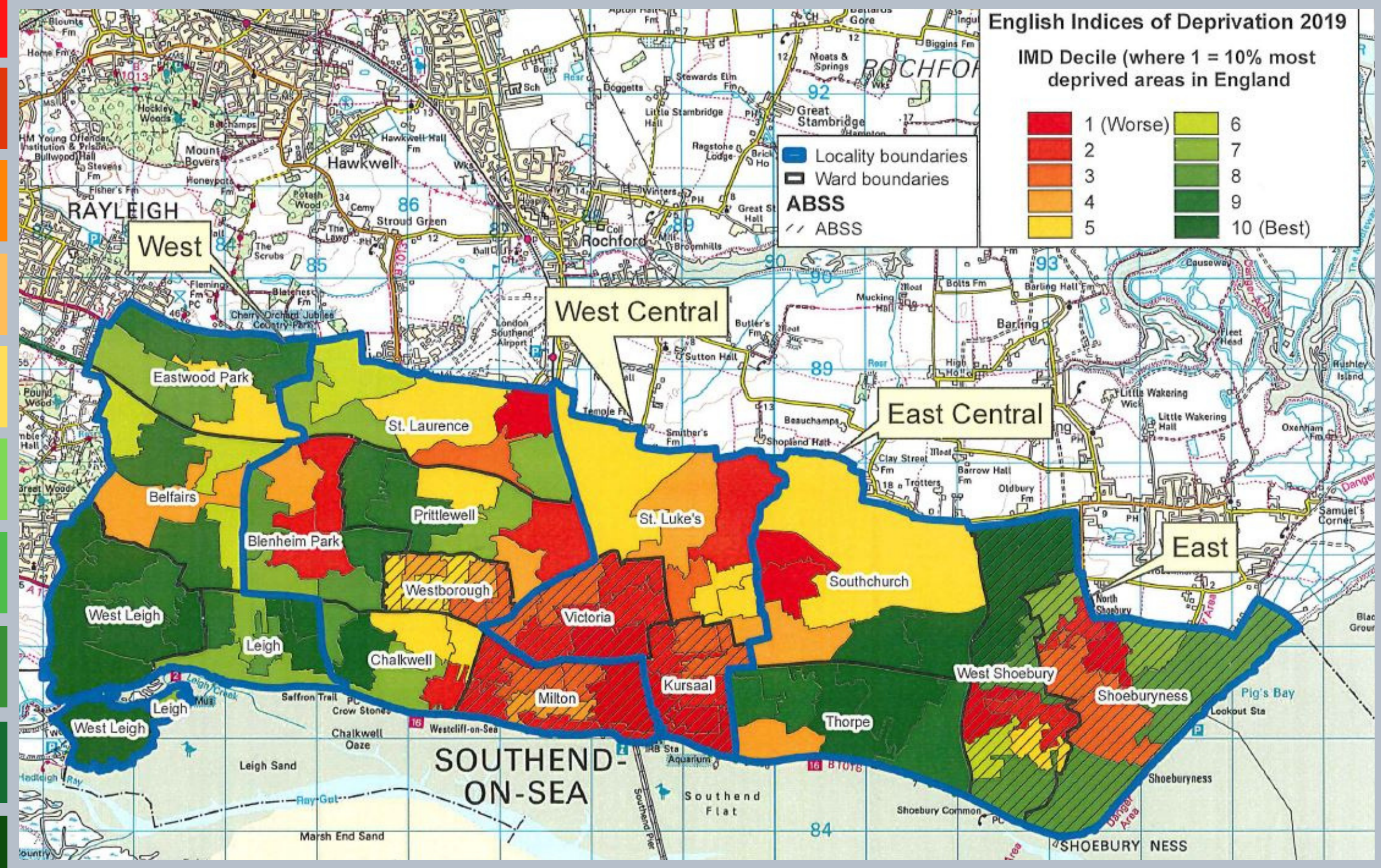
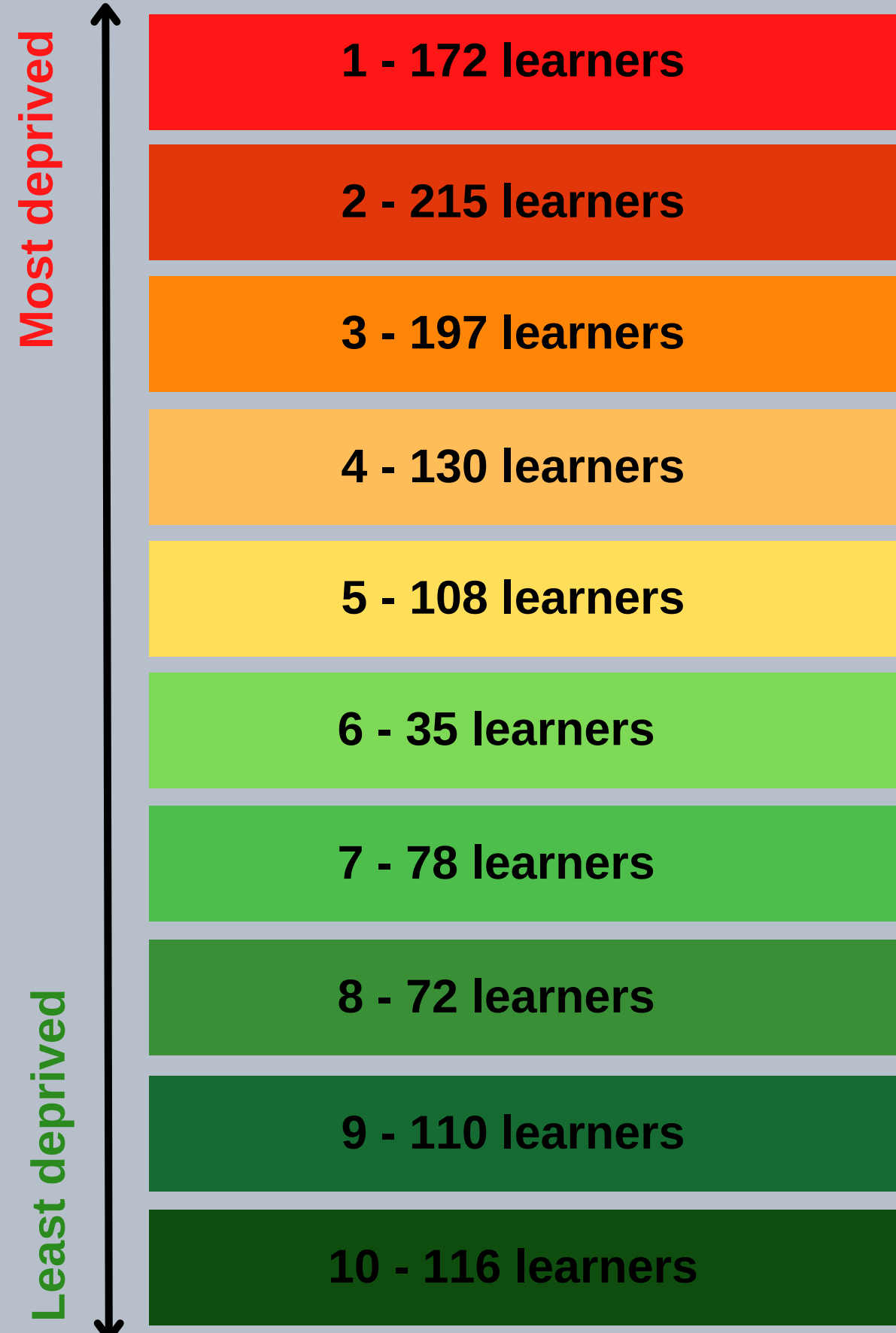
- An increased number of development opportunities were available to staff to access totalling 84 sessions with a collective total of participants across events of 390
- 75 lessons were observed throughout the year 91% were reported to be good with 4% outstanding. This was reflective of the innovative delivery methods tutors were implemented to keep local people learning
- Transformed the way we all work and learn together remotely
- Established effective staff run task forces to lead on keeping staff and learners safe (StayingSafe), staff wellbeing, funding and finance
- Transformed the college during lockdown with staff coming in to prepare and deliver food to the homeless and elderly across Southend – 4,500 meals
- One of the only Adult Community Education (ACE) providers to set up our own COVID-19 test centre on campus to help learners undertake testing safely before home testing came into place
- One of the first ACE services in the country to re-open for adult provision
- One of the few ACE providers to remain open throughout the pandemic
- Leader of national training and development to support other ACE providers across the country in the delivery of remote learning
- Achieved significant savings to improve the college's financial performance



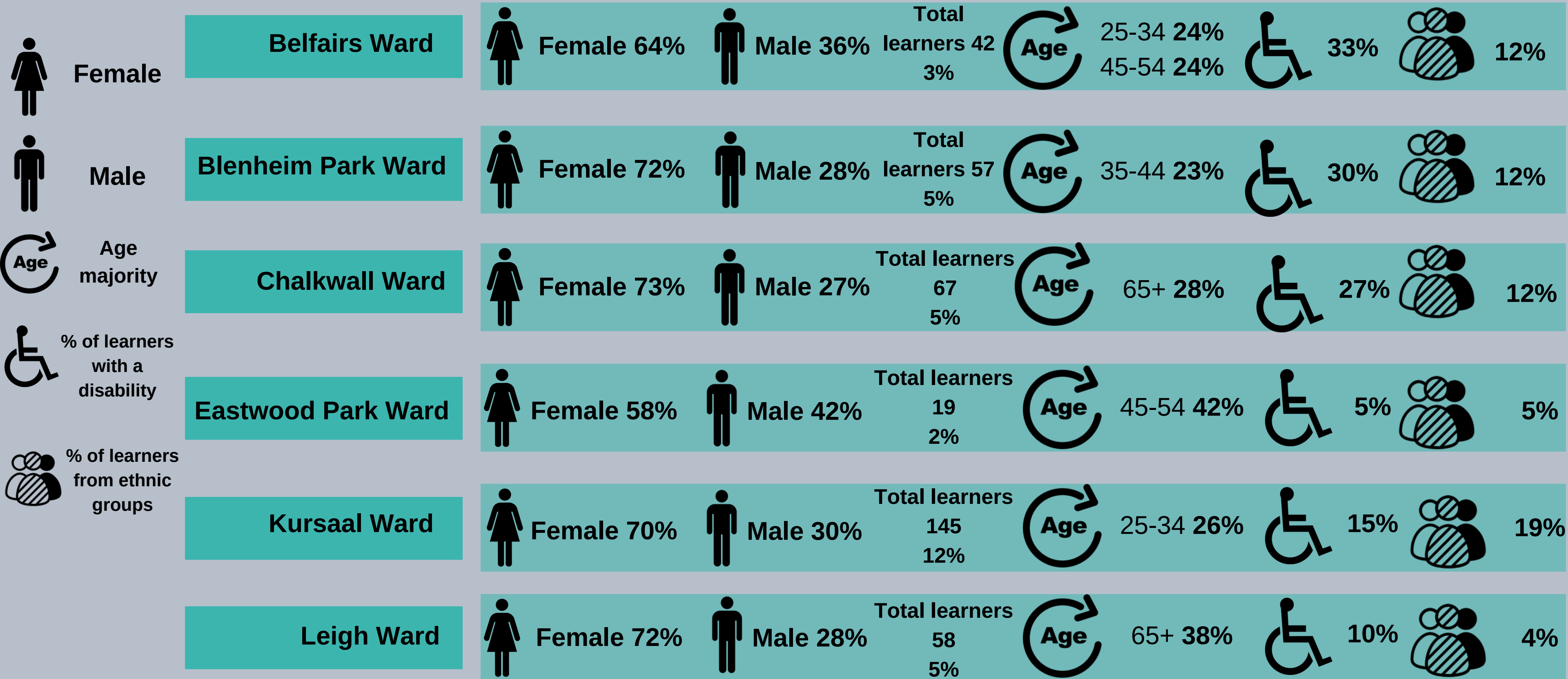
- Took part in the COVID-19 series of pilot Ofsted Inspections headlining that safeguarding was innovative and the council's new governance arrangements although new demonstrated the council had a good understanding of the college and its alignment to the 2050 ambitions
- 100% of learners reported that they felt safe and well in college and when working remotely
- Adult learners reported that they felt active in the learning and involved in learning community within the college
- Learners reported that they were able to stay connected during the lockdown through on-line learning which reduced their sense of isolation and improved their mental health and wellbeing



Ward data



Demographic data

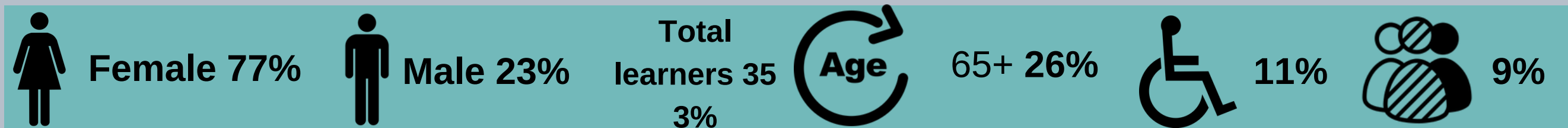


Demographic data

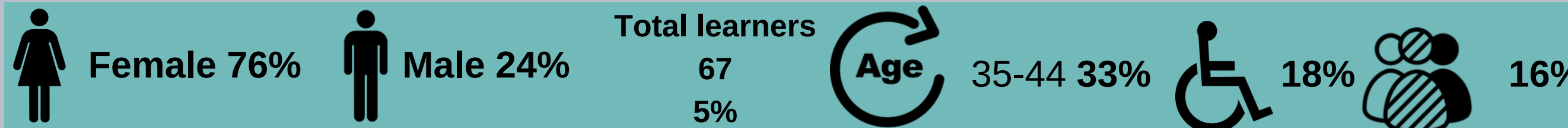
Southchurch Ward



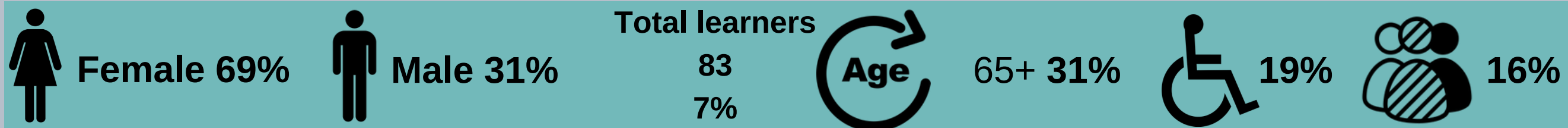
St Laurence Ward



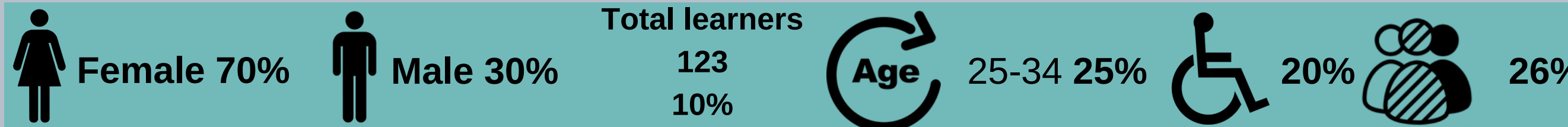
St Luke's Ward



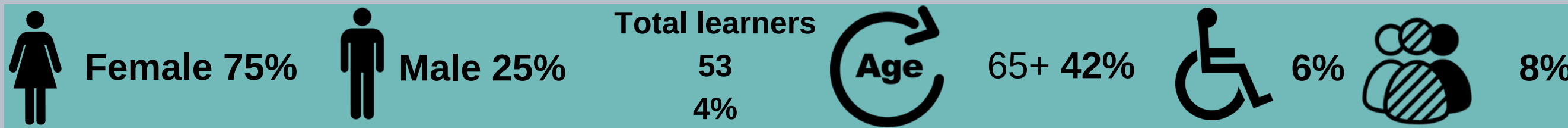
Thorpe Ward



Victoria Ward



West Leigh Ward



Demographic data

Ward	Female %	Male %	Total learners %	Age 25-34 %	Age 35-44 %	Disability %	Other %
Milton Ward	68%	32%	98%	30%	8%	22%	29%
Prittlewell Ward	77%	23%	65%	5%	26%	18%	11%
Shoeburyness Ward	65%	35%	80%	6%	23%	23%	9%
Southchurch Ward	67%	33%	94%	8%	20%	33%	12%
West Shoebury Ward	81%	19%	67%	5%	25%	33%	16%
Westborough Ward	68%	32%	80%	6%	26%	16%	23%
Total	71%	29%	1,233	22%	22%	20%	14%



PRIDE & JOY

We have embedded sustainable working and learning into every job role with a senior leader within the college responsible for leading on environmental sustainability and climate change

Our programmes promote positive mental and physical health and provide a safe space for people to learn and work

We have developed a strong and wide ranging programme of creative and cultural activities that celebrate inclusion and diversity



SAFE & WELL

Our staff run task force 'StayingSafe' implemented new approaches that ensure staff and learners feel safe on site and on-line

Our learners and staff have reported that they feel safe and are safe when they are in college or working and learning remotely

Our safeguarding practices were considered to be innovative by Ofsted

We have provided courses and resources that have made a significant contribution to people's mental health and physical wellbeing throughout the pandemic



OPPORTUNITY & PROSPERITY

70% of our young people and adults progressed into further learning and work

We kept our arts, creative and cultural learning going enabling local people to access provision remotely which they told us provided a lifeline in lockdown

We attracted national and international enrolments onto our on-line arts and history programmes

We developed a construction programme for young people to enable them to develop hand skills required to progress into further learning, an apprenticeship or work

We increased the number of apprenticeships and kept them learning and working throughout the pandemic

We have aligned our curriculum plan to the current and future skills needs providing more opportunities for local people to secure sustainable employment

We have worked alongside the council and partners to provide essential skills for those seeking employment



ACTIVE & INVOLVED

We have developed an inclusive programme of learning and skills that engage local people in activities they enjoy whilst developing their skills for life and work

We have embedded equality, diversity and inclusion into every role across the college and we have a designated senior leader with responsibility for celebrating and promoting diversity

We have implemented a programme of activity that promotes cultural celebrations and diversity

We have continued to run programmes focussed on keeping people active and promotes positive physical wellbeing



CONNECTED & SMART

We have kept people learning and working remotely throughout the pandemic

We have developed staff and learner skills in the use of technology to ensure it is an enabler to work and learning

We were successful in winning funds to provide Wi-Fi to those without internet to enable them to continue learning

We worked alongside CityFibre to provide digital skills in the community

We provided laptops for learners who had no resources of their own to ensure they were not digitally excluded, as well as offering technical support and personalised guides

Effective governance and accountability structures in place

Leaders and managers have improved their use of data and links to Southend 2050 to inform planning and decision making

Leaders have put in place measures to improve site security and safety of staff and learners

Flexible and responsive developing courses to meet local need

Tutors have improved their use of technology to support learner progress, reduce isolation and improve mental health and wellbeing

Participation and engagement in virtual staff conferences and training has significantly increased

Engagement with the annual conversation process ensuring staff benefit from discussions about their development and performance

Established staff led task forces to improve communication and opportunities for staff at all levels to be part of shaping the future together

Effective partnership working to tailor make provision for targeted groups

Staff have been flexible and agile in their working practices to ensure learners receive a good experience

Information, advice and guidance is good with a significant increase in referrals and sessions

Consistent communication with the staff, learners and local community



Outcomes for learners



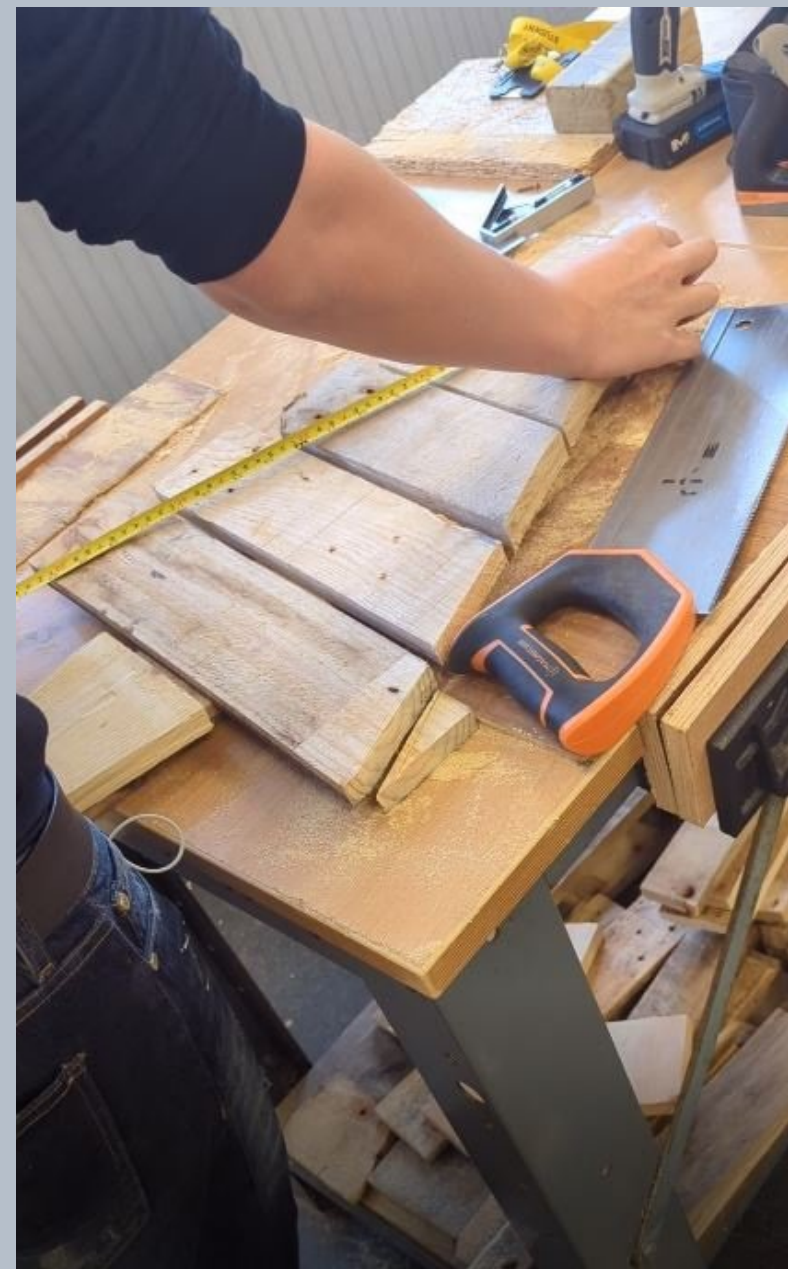
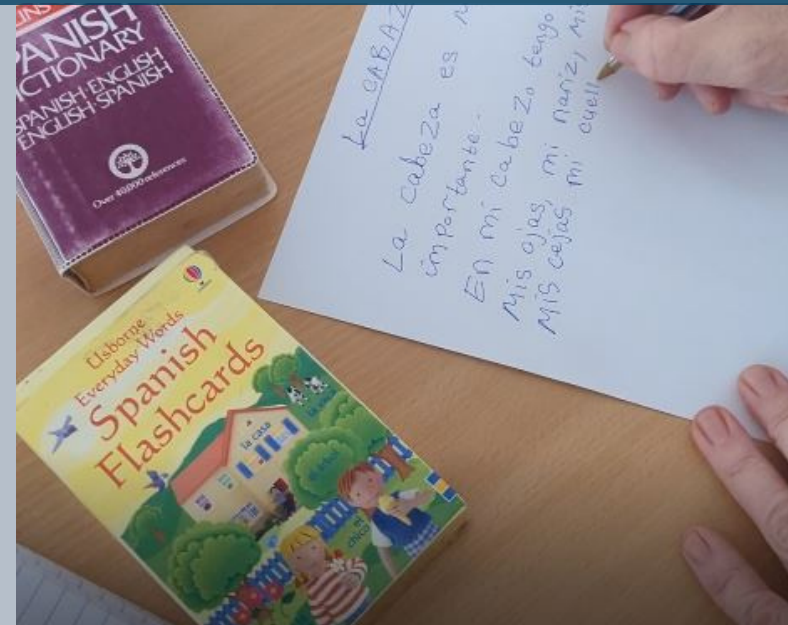
Young person with special educational needs
“The college gave me a laptop so I could keep learning, I could still see my class and I didn’t feel so lonely. My teacher Karen is the best”

Adult learner

“My mental health hit rock bottom during lockdown which started to impact on my physical health because of the choices I made. I come to college because it is a caring environment where I feel safe and supported. It is going to take me time to fully recover but the staff know what signs to look out for when I go downhill and put in interventions that ensure I get access to the services I need. The college is my lifeline and it understands how to adapt my learning to improve my wellbeing”

90 year old student attending a community learning course

“We carried on with our fitness class during lockdown, our tutor would set us routines to do safely at home in a chair. It meant I wasn’t just sitting, it was difficult being so isolated but you have to get on with it don’t you and our tutor was always there for us. I was glad to get back into college because it keeps me active and missed not seeing people”





Apprentice

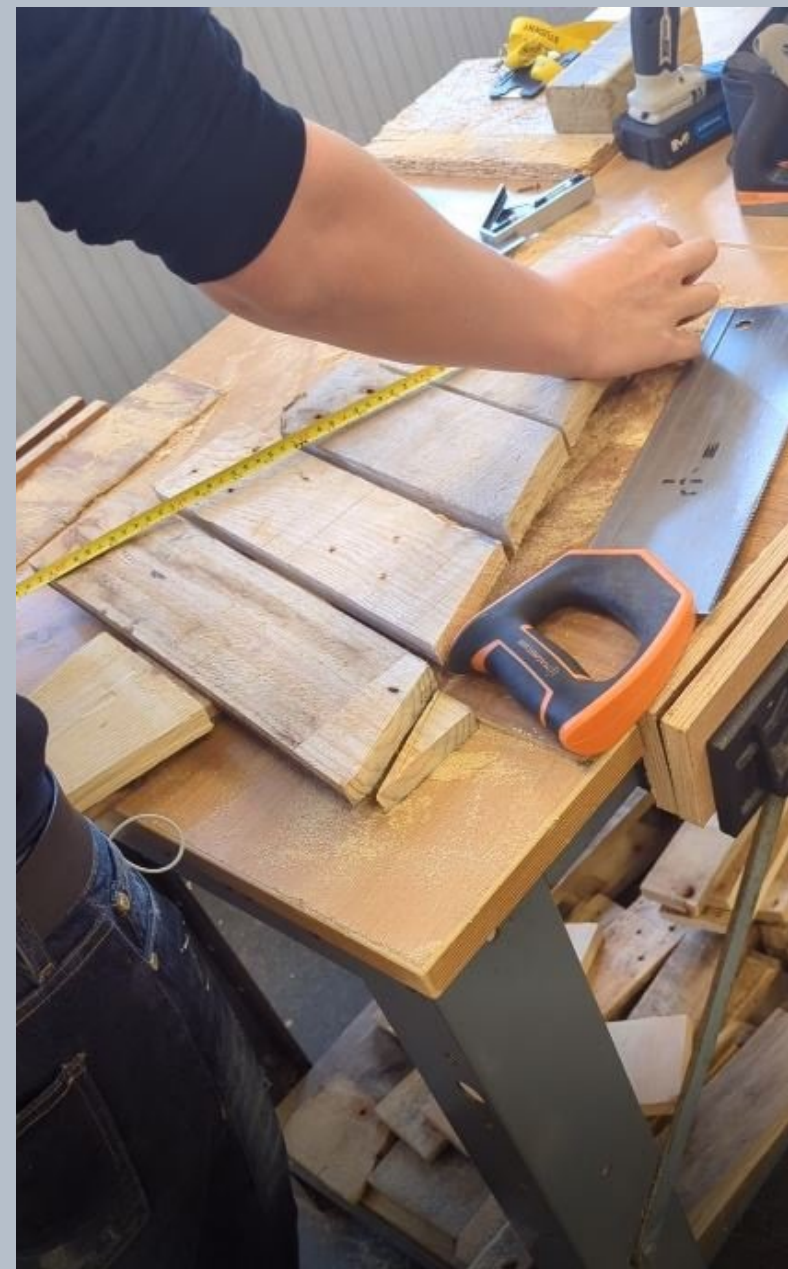
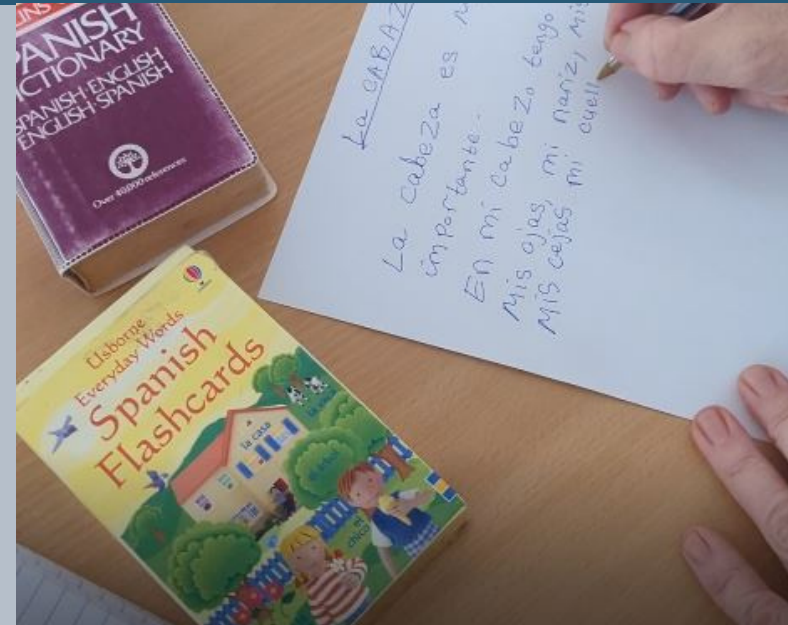
“During the lockdown I lost my job and the college found me a new job so I was able to keep learning and working. I am so grateful it’s been so good for my mental health as well as my opportunities for the future”

Skills for life and work learner – undertaking English qualification for work and her progression

“I was absolutely terrified coming back to college when the restrictions were lifted. I dropped by son at nursery, drove to college and just sat in my car. I nearly drove home then I saw my tutor and some of my class arriving. It made me realise how much I had missed this. I walked into college and saw how safe everything had been made and the care staff had taken to put in a one way system, create space between learners – even the test centre on site was brilliant. I felt so safe and glad to be back – thank you so much”

16-19 study programme

“As part of our construction course we went to South Essex College to see what they did. My whole world opened up before me and suddenly I saw my future. I had been a bit of a cheeky chappy before that but I came back and worked hard, well – for me anyway, to pass my exams and now I’ve been accepted onto a bricklaying course and then I want to be an apprentice.”



Further growth in apprenticeship provision to meet local business need and skills gaps

Development of workforce skills that meet the changing need of local businesses and improve business efficiency

Growth in English, maths and English for Speakers of Other Languages provision to enable people to be active in their community and improve opportunities for work

Take a lead role in skills planning, development and delivery across Southend to reduce duplication and identify gaps

Develop and implement skills pathways that support economic recovery and prepare young people and adults for local jobs connected with local projects such as Seaway and a Better Queensway

Growth in SEND young people and adults' provision

Take a lead role in the delivery of skills and learning within local bids

Develop programmes of learning and promote environmental sustainability and raise awareness of climate change

Connect with community partners and employers to embrace social value and the role the college could play in supporting the skills and apprenticeship agenda in procurement contracts

Work with partners to embed enterprise skills into community learning, English, maths and ESOL to encourage learners to consider their opportunities in successful business start-up and interventions to reduce small business failure rates

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Southend-on-Sea Borough Council

Report of the Director of Education and Early Years

to
Cabinet

on
13 January 2021

Report prepared by:
Catherine Braun – Head of Service Access and Inclusion &
Chrissy Papas –Place Planning & Admission Manager

**Agenda
Item No.**

School Admissions Arrangements for Community Schools 2023/24

Pupil scrutiny committee
Executive Councillor: Councillor Laurie Burton
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.2 To determine the oversubscription criteria (including explanatory notes) and Admission Limit within Admission Arrangements for Community Schools for the academic year 2023/24

2. Recommendations

- 2.1 **Cabinet is asked to determine the Admissions Arrangements for Community Schools for the academic year 2023/24 are determined (Appendix 1).**
- 2.2 **Cabinet is asked to note that the Determined Coordinated Admission Scheme for the academic year 2021/22 was published by 31st December 2023/24 (Appendix 2).**

3. Background

- 3.1 The Council has the responsibilities to determine in relation to school admissions:
- a) the Admission Arrangements for Community Schools (admission numbers, admission criteria and catchment areas);
 - b) Consult with community schools on their published admission limit;
 - c) Publish the Coordinated Admission Scheme by 1 January of each year after consultation with the schools in the borough.
- 3.2 For community schools, the local authority (as the admission authority) **must** consult on the admission arrangements every 7 years if there are no changes. There are no changes proposed for 2023/24 and therefore the next time we have a duty to consult will be for the arrangements of 2029/30.

- 3.3 For community schools, the local authority (as the admission authority) **must** consult the governing body of each school where it proposes either to increase or keep the same PAN.
- 3.4 Cabinet previously approved the admission arrangements that are being rolled over for 2023/24;
- 3.6 Admission arrangements for community schools must be determined and included in a composite prospectus by 15th March 2022.

4. Admission Arrangement for 2023/24

4.1 Admission Criteria

- 4.1.1 There are no proposed changes from 2022/23. The final admission criteria for community primary schools for September 2023/24 are shown in *Appendix 1*.

4.2 Published Admission Numbers

- 4.2.1 There are currently no proposed changes to the Admission Limits from 2022/24. The proposed admission limits for all community primary schools for September 2023/24 are shown on **Page 2** of the Admission Arrangements for Community Schools at **Appendix 1**.

4.3 Catchment Areas

- 4.3.1 The proposed catchment areas for primary schools remain unchanged and are within the Admission Arrangements in Appendix 1.

5. Corporate Implications

- 5.1. Contribution to the Southend 2050 Road Map
These arrangements will assist pupils within the Borough to access quality learning opportunities to achieve the best possible outcomes for all children. It fits well into the ambition of opportunity and prosperity, in that it supports sharing our prosperity amongst all of our people. It further supports the ambition in that our children are school and life ready and our workforce is skilled and job ready.
- 5.2. Financial Implications
There are no direct financial implications for the Council. The administration of school admission, and core revenue funding for the running of a School is funded through the Dedicated Schools Grant.
- 5.3. Legal Implications
The determination of admission arrangements for community schools and the provision of a coordinated admissions scheme is a statutory requirement.
- 5.4. People Implications
None
- 5.5. Property Implications
None

5.6. Consultation

The local authority (as the admission authority for community schools) must consult the governing body of each community school where it proposes either to increase or keep the same published admission number (PAN). The Council is not proposing any changes from the 2022/23 arrangements which were consulted on the previous year. The legal framework does not require consultation for seven years where changes are not proposed.

5.7. Equalities and Diversity Implications

A coordinated admissions scheme and clear oversubscription criteria are necessary to ensure fair access to school places. Admission Arrangements for Community Schools and the Coordinated Admission Scheme for Southend Schools have been written in line with mandatory requirements set by the Admissions Code 2021. The code determines that authorities must ensure that the practices and criteria used to decide the allocation of school places are fair, clear and objective and that parents should be able to easily understand how places are allocated.

In line with the Equality Act 2010, the arrangements and scheme are reviewed annually against an expanded list of protected characteristics as identified within the Admission Code: disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

The proposed Scheme, arrangements and decisions made through their administration are clear that there is no discrimination on the grounds of disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; or sexual orientation, against a parent who is applying for a school place or offered admission as a pupil.

There are limited exceptions to the prohibition of discrimination on grounds of religion or belief and sex. Schools designated by the Secretary of State as having a religious character are exempt from some aspects of the prohibition of discrimination on the grounds of religion or belief and this means they can make a decision about whether or not to admit a child as a pupil on the basis of religion or belief. Single-sex schools are lawfully permitted to discriminate on the grounds of sex in their admission arrangements.

5.8. Risk Assessment

If the Council does not determine the admission arrangements for the community schools before 28 February 2022 it will be in breach of the requirements set out by the School Admissions Code 2021.

If the Council does not agree a scheme, one will be imposed by the DfE, and the Council's reputation will suffer.

5.9. Value for Money

No direct implications.

5.10. Community Safety Implications

None envisaged.

5.11. Environmental Impact

None envisaged

6. **Background Papers**

6.1. [School Admissions Code 2021](#)

6.2. [School Admission Appeals Code 2012](#)

7. **Appendices**

7.1. Appendix 1 - Admission Arrangements 2023/24; including admission limits, catchment areas, and admission oversubscription criteria

7.2. Appendix 2 - Determined Coordinated Admission Scheme 2023/24

Determined Admissions Arrangements for Community Schools

For September 2023/24 round of admissions

For office use – statutory process: The School Admissions Code 2021

Key Dates	Task
September 2021	Cabinet with no consultation proposal as no changes
19 th Sept – 31 st October 2021	PAN consultation with Governing Bodies for community schools
January - 28 th February 2022	Final Determined Admission Arrangements by Cabinet (post PAN consultation)
15 th March 2022	Publication of Composite Prospectus of Determined Arrangements
16 th March – 15 th May 2022	Window for Objections to the School Adjudicator.
12 th September 2022	Final arrangements for 2023 are published in the Primary booklet

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1. Introduction

Southend-on-Sea Borough Council is the admission authority for all community schools in the borough. This document sets out the formal policies for all borough community schools. The arrangements below, including the explanatory notes, are in line with government legislation and guidance (School Admissions Code and School Admissions Appeals Code) and designed to ensure there is a fair, clear and reasonable admissions procedure for all applicants, and to help guide parents through the application process.

These arrangements apply to all admissions, including in-year admissions for the admission year 2023 and are delivered under the terms of the Determined Coordinated Admission Scheme 2023.

2. Community Schools Published Admissions Number 2023/24

Community Primary Schools	Proposed admission limit for 2022/23, for each year group
Barons Court Primary School & Nursery	35
Chalkwell Hall Infant School	90
Chalkwell Hall Junior School	120
Earls Hall Primary School	90
Edwards Hall Primary School	60
Fairways Primary School	60
Heycroft Primary School	60
Leigh North Street Primary School	90
West Leigh Infant School	120

3. Oversubscription criteria for community schools

Criteria are set for each individual school below and apply to all year groups for the year 2023.

Explanatory notes, below, apply to all community school arrangements. The published admission limit for community schools is provided above.

If at the closing date for applications, there are not enough places for all those who have expressed a wish to have their child admitted to a community school; places will be allocated using the admission criteria as below. This will not apply to children with a statement of special educational needs (SEND) or Education, Health and Care (EHC) plans as the plan/statement names the school and therefore the child must be admitted to the named school. The admission criteria are listed below by school with explanatory notes following:

Barons Court Primary School & Nursery

1. Looked after children and previously looked after children
2. Pupils who live in the catchment area who have a sibling attending the school
3. Pupils who live in the catchment area
4. Pupils who live outside the catchment area who have a sibling attending the school
5. Pupils of staff at the school
6. Pupils who live outside the catchment area
(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

Chalkwell Hall Infant School

1. Looked after children and previously looked after children
2. Pupils who live in the catchment area who have a sibling attending the school or Chalkwell Hall Junior School
3. Pupils of staff at the school
4. Pupils who live in the catchment area
5. Pupils who live outside the catchment area who have a sibling attending the school or Chalkwell Hall Junior School
6. Pupils who live outside the catchment area
(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

Chalkwell Hall Junior School

1. Looked after children and previously looked after children
2. Pupils attending year 2 at Chalkwell Hall Infant School
3. Pupils who live in the catchment area who have a sibling attending the school or Chalkwell Hall Infant School
4. Pupils of staff at the school
5. Pupils who live in the catchment area
6. Pupils who live outside the catchment area who have a sibling attending the school or Chalkwell Hall Junior School
7. Pupils who live outside the catchment area
(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

Earls Hall Primary School

1. Looked after children and previously looked after children
2. Pupils who live in the catchment area who have a sibling attending the school
3. Pupils of staff at the school
4. Pupils who live in the catchment area
5. Pupils who live outside the catchment area who have a sibling attending the school
6. Pupils who live outside the catchment area

(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

Edwards Hall Primary School

1. Looked after children and previously looked after children
2. Pupils who live in the catchment area who have a sibling attending the school
3. Pupils who live in the catchment area
4. Pupils of staff at the school
5. Pupils who live outside the catchment area who have a sibling attending the school
6. Pupils who live outside the catchment area

(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

Fairways Primary School

1. Looked after children and previously looked after children
2. Pupils who have a sibling attending the school
3. Pupils who live in the catchment area
4. Pupils of staff at the school
5. Pupils who live outside the catchment area

(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

Heycroft Primary School

1. Looked after children and previously looked after children
2. Pupils who live in the catchment area and have a sibling attending the school
3. Pupils who live in the catchment area
4. Pupils who live outside the catchment area who have a sibling attending the school
5. Pupils of staff at the school
6. Pupils who live outside the catchment area

(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

Leigh North Street Primary School

1. Looked after children and previously looked after children

2. Pupils who live in the catchment area who have a sibling attending the school
3. Pupils of staff at the school
4. Pupils who live in the catchment area
5. Pupils who live outside the catchment area who have a sibling attending the school
6. Pupils who live outside the catchment area

(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

West Leigh Infant School

1. Looked after children and previously looked after children
2. Pupils who live in the catchment area who have a sibling attending the school or West Leigh Junior School
3. Pupils of staff at the school
4. Pupils eligible for pupil premium who live in the catchment area
5. Pupils who live in the catchment area
6. Pupils who live outside that catchment area who have a sibling attending the school or attending West Leigh Junior School
7. Pupils who live outside the catchment area

(for all criteria, catchment area map and additional information please see explanatory notes and maps below)

4. Explanatory notes, including maps, apply to all community schools in Southend-on-Sea

Parents must make a separate application for transfer from nursery to primary school and from infant to junior school. Parents must complete a Southend-on-Sea Common Application Form (CAF) for applications to year reception and year 3 between 14th September and 15th January.

4.1 Pupils in public care and children that were previously in public care

Changed to: Pupils in public care and children that were previously in public care (including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted)

A 'looked after child' is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989) at the time of making an application to a school.

A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

This includes children who were adopted under the Adoption Act 1976 (see Section 12 adoption orders) and children who were adopted under the Adoption and Children Act 2002 (see Section 46 adoption orders).

Child arrangements orders are defined in Section 8 of the Children Act 1989, as amended by Section 12 of the Children and Families Act 2014. Child arrangements orders replace residence orders and any residence order in force prior to 22 April 2014 is deemed to be a child arrangements order.

Refer to section 14A of the Children Act 1989 which defines a 'special Guardianship order' as an order appointing one or more individuals to be a child's special guardian (or special guardians).

4.2 Pupils with Education, Health and Care Plans

An Education, Health and Care Plan is a plan made by the local authority under Section 37 of the Children and Families Act 2014 specifying the special education, health and social care provision required for that child. All children whose statement of special educational needs (SEND) or Education, Health and Care (EHC) plan names the school must be admitted. Children with a statement or a plan will follow a different process for admission. Further information can be found on

[Special Educational Needs and Disabilities \(SEND\)](#)

[Local Offer](#)

4.3 Pupils eligible for pupil premium – Early years pupil premium (West Leigh Infant School)

Nurseries and schools are given a pupil premium/early years pupil premium for children who have qualified for free school meals at any point in the past six years. Parents will need to tick on the application form and/or supplementary information form or notify the Local Authority in writing if they are eligible or registered for pupil premium. Any disclosure for pupil premium will be used only to rank applications against the admission criteria and will not be held for any other purpose.

Parents can check their eligibility by filling out the [LA online form](#)

Parents that are in receipt of one of the following may be eligible for pupil premium:

- Income Support
- Income-based Job Seekers Allowance
- Income-related Employment and Support Allowance
- Support under Part VI of the Immigration and Asylum Act 1999
- The Guaranteed Element of State Pension Credit
- Child Tax Credit (if they not entitled to Working Tax Credit and have an annual income under £16,190)
- Working Tax Credit 'run-on' - the payment someone may get for another 4 weeks after they stop qualifying for Working Tax Credit and Universal Credit

4.4 Pupils of staff of the school

Children will be ranked in this admission criteria if they are children of staff at the school under the following circumstances: -

- a. where the member of teaching staff (including, staff that are at the school in positions, such as: Senior Leadership Team/level, Head of Year Group, Head of Department, Office Manager or SENCo) that has been employed at the school for two or more years at the time at which the application for admission to the school is made,

and/or

- b. the member of staff is recruited to fill a vacant post for which there is a demonstrable specialist skill shortage and
- c. are the children of the member of staff, living permanently with the member of staff at the same address. The member of staff must be working at the school at the time of application and expected to continue with their employment at the school during the application and allocation process.

4.5 Distance

In the case of over subscription in any one category “straight line” distance will be used to measure the distance between the pupil’s home and the nearest pupil entrance to the school. Distances will be measured using the Local Authority’s computerised measuring system. The pupils living closest will be given priority. If the pupil’s home is a flat the distance will be measured to the main external entrance to the building.

4.5.1 Tie-Break

To be used to decide between two applications that cannot otherwise be separated: If the same distance is shared by more than one pupil, and only one place is available, the place will be awarded on the basis of a computerised random allocation process (supervised by someone independent of the Council / governing body). In the case where the last child offered is a twin or sibling of a multiple birth sibling both/all children will be offered and the sibling will be an ‘excepted pupil’.

4.6 Distance where parents have separated

The distance is measured the same for all applications. Only one application can be received. The LA should not have the details of both parents or know of the marital status of the parents. If more than one application is received from parents, applications will be placed on hold until such time that:

- an application is made that both parents agree to; or
- written agreement is provided from both parents; or
- a court order is obtained confirming which parent's application takes precedence’.

Details on address checks and which address is relevant are also provided in the admission booklet. In all cases the child’s normal place of residence is applicable for the purposes of the application.

4.7 Infant to partner Junior admissions

Parents must apply in the main round to transfer from an infant school to the junior school. Parents must use the Council common application form (CAF) and submit the application between 14th September to 15th January. The Council offers a full coordinated process for admission to year 3.

4.8 Siblings

Siblings are considered to be a brother or sister, half-brother or half-sister, step-brother or step-sister, adopted brother or sister, living at the same address, who attends the school at the time of application with a reasonable expectation that he or she will still be attending at the time of the proposed admission.

In the exceptional situation where one twin or one or two triplets are refused a place, in order to keep family members together and in line with the School Admissions Code 2014, the additional pupil(s) will be admitted even if this results in the admission limit for the year group being exceeded.

4.9 Waiting lists

Children's names will automatically be on the waiting list for schools that are higher on the rank list and for which they do not receive an offer (for years Reception and year 3).

Parents can appeal against the refusal for schools for which they did not receive an offer. Appeals must be lodged within 20 school days of the date of the letter. Parents can access the information on appeals and submit an appeal online on the council's web site www.southend.gov.uk/admissions or email admissions@southend.gov.uk to request an appeal application form. All appeals are considered by an Independent Appeals Panel.

Waiting lists for all year groups for community schools are closed at the end of each school year.

4.10 Over and Under Age Applications

Parents may seek a place for their child outside of their normal age group, for example, if the child is gifted and talented or has experienced problems such as ill health. In addition, the parents of a summer born child may choose not to send that child to school until the September following their fifth birthday and may request that they are admitted out of their normal age group—to reception rather than year 1.

Applications for over or under age applications in-year are handled in line with the School Admissions Code 2014, 2.17 (a & b).

Such requests for Schools in Southend-on-Sea are directly to the school and the school advises the LA of their decision. Requests for year 6 must have been submitted by the parent and considered by the admission authority before the closing date for applications to year 7, i.e. 31st October of any given year. Admission authorities must make decisions based on the circumstances of each case and in the best interests of the child concerned.

When informing a parent of their decision on the year group the child should be admitted to, the admission authority must set out clearly the reasons for their decision. (2.17a School Admissions Code 2014)

In circumstances where a child transfers from another school already 'outside of normal age group', community schools and the LA will support any over or under age application where the above has been met and the LA is satisfied that the child should continue to be educated out of normal age group.

Parent can not apply for admission to a different year group on account the year group has a vacancy and the normal age group does not have a vacancy

4.11 Admission of children below compulsory school age and deferred entry to school.

Most children start school on a full time basis, however parents can request that their child attends part time until reaching compulsory school age (the term after their 5th birthday). Once parents receive an offer and accept a place for their child during the normal admission round, they can ask to defer the admission until later in the same academic year. Schools must accommodate these requests where it appears to be in the best interest of the child. Parents wishing their child to attend part time must discuss this with the headteacher of their allocated school. The approved deferment means that the place is held open and is not offered to another child and the parents must take up the place full time by the start of the Summer Term in April. Part-time agreements should include core teaching.

In the case of children born prematurely or the late summer months parents may request admission outside the normal age group so that their child starts school the September after their 5th birthday. Such requests for Schools in Southend-on-Sea are directly to the school and the school advises the parent of their decision. Parents must notify the LA and provide any letters relating to this matter.

Parents submitting a request for admission outside the normal age group must also complete the Single application Form during the main admission round, 14th September – 15th January for the 'usual age group for their child'.

4.12 In-year admissions

As permitted by law parents can make an application at any time to any school outside the normal admissions. Where places are available applicants will be offered. Where there are no places applicants will be refused and can join the waiting list for the school. Waiting lists are ranked according to the admission criteria for the school. In some cases where a child is already on a school roll locally the place may be offered for the start of the next term.

To apply for reception after the normal admission cycle or for admission into Years 1-6, parents will need to complete an In-Year application form which is available from the Council's offices and the website, www.southend.gov.uk/admissions and admissions@southend.gov.uk

Parents can apply for the next school year anytime in the summer term, i.e. after Easter of any given year and not before.

Applications in the current school year are processed within a maximum of 10 school days, applications for the next school year are processed in the late summer months and outcomes are communicated in the early Autumn term at the latest.

Pupils that are refused a place and added to the waiting list and remain on the waiting list until 30 June of any given year. Waiting lists close on 30 June of any given year and new waiting lists are created for the next academic year (from the applications for the next school year). Waiting lists from previous years are not rolled over to the next. Parents wishing to continue on a waiting list for a following year are required to make a fresh application.

As required by the School Admissions Code parents will be notified within 10 school days of the outcome of their application and will be sent a written outcome, with a reminder of the right of appeal, within 15 School Days. Applications are shared with the allocated school and with a school that is a preference and is its own admission authority.

4.13 Right of Appeal

Main round appeals (reception and year 3): Parents can appeal against the refusal for schools for which they did not receive an offer. Appeals must be lodged within 20 school days of the date of the letter. Appeals must be heard within 40 school days of the deadline for lodging appeals. Parents can access the information on appeals and submit an appeal online on the council's web site www.southend.gov.uk/admissions or email admissions@southend.gov.uk to request an appeal application form. All appeals are considered by an Independent Appeals Panel.

Main round appeals (in-year R-6): Parents can appeal against the refusal for schools for which they did not receive an offer. Appeals must be lodged within 20 school days of the date of the letter. For applications for in-year admissions, appeals must be heard within 30 school days of the appeal being lodged. Parents can access the information on appeals and submit an appeal online on the council's web site www.southend.gov.uk/admissions or email admissions@southend.gov.uk to request an appeal application form. All appeals are considered by an Independent Appeals Panel.

4.14 Home Address

For all applications, the address used will be the child's habitual normal place of residence as at the closing date for applications, i.e., 15th January (reception and year 3). Changes to address can be accommodated up to a month after the closing date. Where the address change cannot be accommodated within the reasonable period, parents will be advised, and changes will be updated after all on time applications have been processed.

4.15 Catchment area

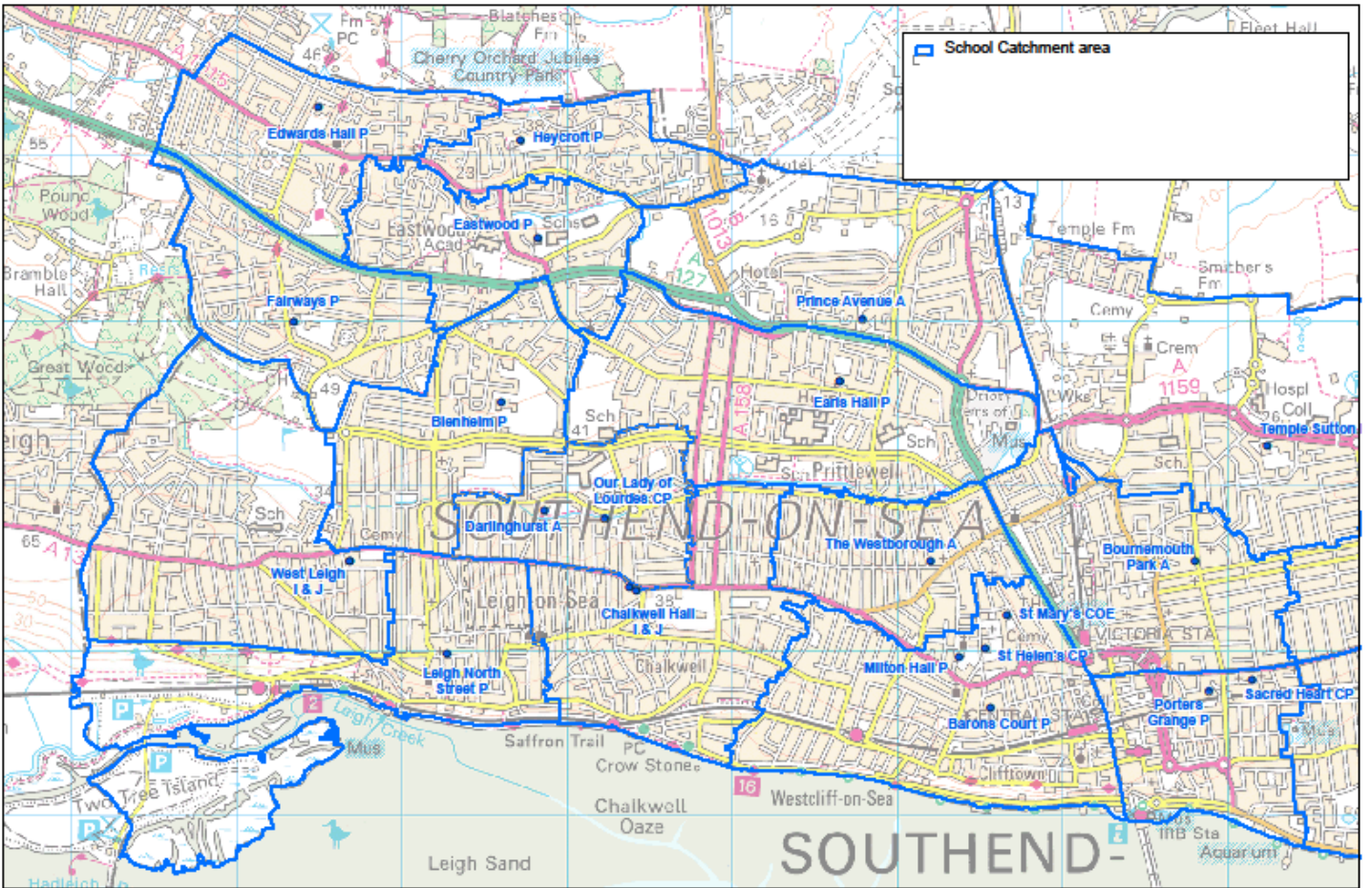
The catchment area is provided in the [catchment map](#) look up facility and also copied below.

The relevant Coordinated Admissions Scheme and Primary Admission booklets should be read in conjunction to the Determined Admission Arrangements for all schools in the Borough of Southend-on-Sea. The Primary Admission booklet contains further details, provides more information and is written to support parents through the rounds.

5. Catchment Map



Infant, Junior and Primary School catchment areas – Southend-on-Sea



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Scale 1:30,000

Southend-on-Sea Borough Council Determined Co-ordinated Admissions Scheme 2023/24

Publication Due: 1 January 2022

Approval Route	Key Dates
Cabinet:	September 2021
Consultation with schools:	2 November – 1 December 2021
Approved by Executive Directors delegated authority:	10 December 2021
Published: Council Web site	December 2021 (before 1 Jan 2022)

1Table _ Office Use table with key dates for the process

Introduction

The School Admissions Code 2021 requires a single arrangement for co-ordinating all applications to state schools from parents in their area. In the Borough of Southend-on-Sea, the scheme applies to admissions into reception, year 3 and year 7. It also includes arrangements for In-year admissions from 1 September 2021, as required by the changes in the School Admissions Code. This document must be published by 1 January of each year.

1.Aims and scope of the scheme

- 1.1 To assist the offer of one school place to each pupil.
- 1.2 To simplify the admission process for parents.
- 1.3 To co-ordinate with other local authorities and admission authorities.

2.Key Aspects of the Scheme

- 2.1 The Council processes applications for all schools in the area.
- 2.2 The Council will send offers of places to Southend residents even if the school is in another local authority.
- 2.3 Only the Council will know the ranking of the parental preferences. Parental preferences may be shared with Admission Authorities for the purposes of admission appeals. This will be after offer day.
- 2.4 The Council will provide each school with a breakdown of preferences for their own school as on offer day.
- 2.5 In all cases admission authority schools are responsible for applying the admission criteria. Schools are responsible for appeals unless they agree with the Council otherwise.
- 2.6 Admission authorities must confirm by 1 February of each year if they wish for the Council to run appeals.

3.General details of the scheme

- 3.1 Primary and secondary admissions up to the offer date.
- 3.2 Parents will complete a Common Application Form on which they will be able to put forward 3 primary schools in order of priority; or 5 secondary schools in order of priority
- 3.3 Parents will be advised to apply on-line for a school place at Southend Admissions but will be able to complete a paper form if they wish.
- 3.4 All application forms must be sent to the Council.
- 3.5 Lists of pupils that have not applied will be made available. School or early years providers that do not share data with the Council will need to provide the admissions team with a list of pupils. The team can then check on who has not yet applied.
- 3.6 Parents can add schools in another local authority on their application form. The offer of a place at a school in another local authority will be made by the Council. Similarly, other local authorities will offer places to their residents on behalf of Southend schools.
- 3.7 The Council considers all preferences against the admissions criteria for each school.
- 3.8 Supplementary Information Forms must be sent back to the school. These forms are not application forms and parents must complete the application form.
- 3.9 The Primary and Secondary Booklets are available electronically and can be provided in print on request from parents.
- 3.10 There is a national closing date for application forms. The deadline for receipt of any Supplementary Information Forms is set by individual schools and the Consortium of Selective Schools in Essex. Supplementary Information Forms submitted after the closing date may not be used until after national offer day.
- 3.11 Parents must ensure these additional forms are provided in good time to the school or the consortium.
- 3.12 Initial lists will be shared with voluntary aided schools. These can be used to check application forms against Supplementary Information Forms submitted.

- 3.13 On-line applications will be imported to the admissions database. The Council will input into the admissions database all information shown on any paper application forms, including any reasons for the application, and will provide details to all schools.
- 3.14 The Council will share files with other local authorities as required.
- 3.15 The Council pre-ranks all lists for all non-faith schools and the Consortium for SBC preferences. Schools and the Consortium, are responsible to rank/check ranking in order of the respective criteria, for all pupils who have applied to their school. Ranked lists must be returned to the Council by the agreed date. Applications that do not have a Supplementary Information Form must still be ranked.
- 3.16 Pupils with plans will be accommodated if the named school is in the final Education, Health and Care Plan by 3 February for Secondary and 3 March for Primary (or next working day) of any given year.
- 3.17 Certain pupils may need to be admitted over number and the Council will manage the school back to the admission limit until the last week of August. The Council will match the parental preferences against the rank order lists returned by Southend schools
- 3.18 Ranked lists for own admission authority schools remain the responsibility of the admission authority.
- 3.19 The scheme works with the order in which parents select preferences. The order of preferences should reflect the order parents wish to be offered a place. If for example parents are unsuccessful in gaining a place for the first preference school, they are not disadvantaged in obtaining their second preference or their third preference etc. The process will continue until all preferences are used.
- 3.20 It is a parental responsibility to inform the Council of a sibling at the school and any change of circumstance during the round, such as change of address (1 Sept to 22 Aug)
- 3.21 The Council will provide any other local authorities with details of any pupils resident in their area who can be offered places at schools in the Borough (and vice versa).
- 3.22 Where possible the Council will share allocation lists to schools and the Consortium as appropriate before offer day. This will be dependent on the process being complete before offer day. Schools will be notified if it is not possible to send the lists to them. When lists can be sent, schools will be reminded of section 2.10 of The School Admissions Code 2021. School must not contact parents about the outcome of the applications until after these offers have been received.
- 3.23 The Council will send an offer of a single place to pupils applying for a school places on the offer day.
- 3.24 Parents who completed an online application will be advised of the outcome of their application by email on offer day, unless they indicate on the application form that they would prefer a response by letter.
- 3.25 Parents who completed a paper application form will be advised of the outcome of their application by email on offer day. Where no email address is provided letters will be posted using 2nd class envelopes.
- 3.26 Offers are automatically recorded as 'accepted'.
- 3.27 Refusals must be received in writing from the applicant to the Council, refusals sent to the schools cannot be actioned by the Council until confirmation is received by the parent or the home LA if an out of area pupil.
- 3.28 The Council will not log a refusal unless the parents can provide details of the educational arrangements, they are putting in place for their child.
- 3.29 Schools must refer children that do not take up places, and that have not responded to further tracing, in early September as children missing education.
- 3.30 The Council will not accept refusal of places without information. The Council will refer pupils as appropriate, to the elective home education team where parents have confirmed they will be electively home educating. This will only be where the parent has confirmed this in writing.
- 3.31 Where no offer is possible the Council will offer a place at a school in the Borough nearest to the home address with vacancies at that time. Such offers will not be made to selective or faith schools (unless arranged with the school/s).
- 3.32 Offer letters for the main round to years R, 3 and 7 will remind parents not to call schools on offer day and to call the Council.
- 3.33 Only the Council will inform parents of offers and waiting list positions to parents until the last week in August. As lists are updated schools might not have accurate information.

- 3.34 Schools that send welcome letters/packs will only do so four weeks after offer day to provide parents with the opportunity to consider offer and allow for any post offer day activity at the Council.
- 3.35 Any places will be reallocated if parents advise the Council that they no longer require a place. The Council will ensure child is tracked and monitor parents that choose to home educate.
- 3.36 The Council will send allocation lists, waiting lists and withdrawn lists on the prescribed timetable and not on demand.

4. Summer Born Children

- 4.1 In the case of children born prematurely or late summer months parents may ask for admission to reception a year later. The child would be aged five.
- 4.2 The decision to admit outside of a child's normal age group is made based on the circumstances of each case. Parents must submit requests directly to schools and schools must decide.
- 4.3 Parents submitting a request for admission outside the normal age group must also complete the Common Application Form. Parents can decide which admission year they wish to apply for once they have an outcome from schools. Admission cannot be delayed further than the term after the child turns five. Parents that apply a year later will need to use a paper application form.

5. Co-ordination of pupil admissions to Year 3 of Southend junior schools 2022/23

- 5.1 Applications will not be necessary for children moving from Year 2 to Year 3 in their existing primary school. However, parents of children in Year 2 of an infant school must apply for transfer to year 3.
- 5.2 The closing date for completing a common application form for a Year 3 place is 15 January 2022
- 5.3 The Council will write to all year 2 parents advising 4.3.1.
- 5.4 The Council will work with infant schools in the area to assist the transfer of pupils to the Junior school.
- 5.5 The Council will provide an initial list of application received via common applications forms to all junior schools by 26 January 2022
- 5.6 The Council will provide a list of all applications received via common application forms to all junior schools by 9 February 2022
- 5.7 Schools must rank applications according to their admission criteria and return the ranked list to the Council on the agreed dates. 26 February 2022.
- 5.8 Ranking must only be based on the highest qualifying admission criterion, and not all criteria as this skews the ranking.
- 5.9 For all applications received by the closing date, from parents of Year 2 children (including children attending year 2 in an infant school), the Council will inform parents of the outcome of that application on National offer day.
- 5.10 There is full co-ordination for admission to year 3 as a normal admission round. This is because we have infant and junior schools in the borough and additional places at Bournes Green Junior School and West Leigh Junior School.
- 5.11 Applications submitted for children that are in the primary school that wish to remain in the same school will be withdrawn and parents will be advised that no application is required.

6. Co-ordinated arrangements between the offer date and start of autumn term.

- 6.1 The council will continue to coordinate admissions until the last week in August of each year.
- 6.2 Late and new preferences/applications will be slotted into the waiting lists by the Council in line with school admission arrangements. This will include using new address details where relevant and re-ranking applications to appropriate positions.
- 6.3 Where parents have refused the offer of the place then the vacant place will be offered in strict order of the waiting list until the place is accepted. This does not apply to Eastwood Academy, who advise on place to be offered due to their admission arrangements.

- 6.4 The offer of school places as they become available will continue to be made by the Council.
- 6.5 Once the final list is sent to schools on 22 August the coordination procedures for reception year, year 3 and year 7 will close. The Council will continue to administer waiting lists and in-year admissions for all Community and identified Own Admission Authority schools as agreed. Admission Authorities wishing to manage their own waiting lists will do so from 22 August onwards. Waiting lists must be held at least until the end of the first term (December 2022).

7. Year 7 - Under and over age applicants

- 7.1 Parents must direct their request for under or over age matters directly to the school.
- 7.2 Any decisions made must be well documented and meet the requirements of the School Admission Code in that they are in the 'best interest of the child'.
- 7.3 Once a child, has started the year and completed at least one term as an out of normal age group, they cannot apply for a second opportunity to year 7. Admission mid-year to move from year 7 back to year 6 is not usually in the best interest of a child.
- 7.4 Schools must keep a record of the decision to admit out of normal age group and be able to provide reasons for decision to the Council.

8. Applications from children whose parents are living abroad

- 8.1 Parents who are living abroad and who wish their child to apply for a Southend school have no home authority. They can apply through what is a proxy home authority (i.e., the Council area in which they intend to buy a house or settle the child with relatives). However, although they may apply in this way, no place will be offered until they can provide clear evidence of residency.

9. New applications, late applications, changes of preferences and additional applications

- 9.1 New applications: Applications from parents moving into the area, who in the view of the Council could not have made an application by the closing date, will be slotted into the system when received. These applications might only be processed after all on time offers are made. These will be regarded as new applications and will only apply for parents that could not have applied on time such as moving into the country. Exceptional circumstances will be considered at the discretion of the Council.
- 9.2 Change of address: Addresses for schools in Southend-on-Sea are as per the child's normal place of residence on 30 November, for Secondary Admissions. And for Infant, Junior and Primary Admissions as at 15 February (both rounds up to a month after the closing date). Any change of addresses that could not have reasonably been made by these dates would be at the discretion of the Council. Any addresses after these dates are updated after offer day for the transfer group (i.e., 1 March or 17 April) and the applications re-ranked accordingly. Parents that could not have applied by the deadlines for the main rounds will be considered under 4.7.1.
- 9.3 Late applications: Applications received after the closing date, will be regarded as late. They will not be considered until all "on time" applications have been considered. The Council will be the final arbiter, under the coordinated scheme, as to whether an application is late or not.
- 9.4 Changes in preference
Changes in the order of preferences already expressed will not be accepted after the closing dates unless, the circumstances are deemed to be exceptional and the changes can be accommodated. Change of preference for schools under another local authority will be consulted on with the appropriate local authority. Changes received after the closing date will be considered after the appropriate national offer date.
- 9.5 Additional preferences: any additional preferences received after the closing dates will be considered after the offer date.
- 9.6 Checks will be made with other departments in the Council and, where it is suspected that the family live outside Southend, contact will be made with the relevant Council. Where there is

reasonable doubt as to the validity of a home address, the Council reserves the right to take additional checking.

- 9.7 Changes of address between offer day and the last week of August will be checked by the Council. Parents will need to provide proof of the home address in the form of; a house purchase; exchange of contracts, or a long-term letting agreement. In all situations, the Council must be satisfied that it is the child's normal/habitual place of residence.
- 9.8 Places can be withdrawn up to the end of December / or first term in the situation where an offer is made in error or the application has been found to be fraudulent. Admission Authorities must inform the Council of any places withdrawn for the coordinated round up to December of each year and vice versa.
- 9.9 Schools must inform the Council of address, sibling, or any other differences in ranking lists.
- 9.10 Applications made online, via the parent portal that are unsubmitted will not be processed.

10. Supplementary Information Forms

- 10.1 In order that they may seek further information to apply their admission criteria, the following schools require parents to complete a Supplementary Information form.

Primary School	Details
Our Lady of Lourdes Catholic Primary	For all applications
Sacred Heart Catholic Primary	For all applications
St George's Catholic Primary	For all applications
St Helen's Catholic Primary	For all applications
St Mary's, Prittlewell, C of E Primary	For all applications

Table 2 Primary Schools and Supplementary forms

Secondary School	Details
St Bernard's High School	For all applications
St Thomas More High School	For all applications
Shoeburyness High School	For year 7 applications for selective places
Southend High School for Boys	For all applications for selective places
Southend High School for Girls	For all applications for selective places
The Eastwood School	For year 7 applications for Sport / Performing Arts places
Westcliff High School for Boys	For all applications for selective places
Westcliff High School for Girls	For all applications for selective places

Table 3 Secondary Schools and Supplementary forms

11. Waiting lists

- 11.1 On offer day the Council will have a waiting list for each Southend school. In most cases the Council will be able to rank pupils that apply late, for example using distance. Depending on the admission criteria a new application would be added into the waiting list.
- 11.2 The Council will maintain the waiting list as ranked by schools. Where any new pupil, such as a late application, is added to the waiting list the Council should be advised within 10 working days of where such pupils fit in relation to other pupils on the waiting list.
- 11.3 Where a vacancy does arise the place will be offered by the Council to the pupil at top of the waiting list.
- 11.4 A parent of a child at the top of the waiting list offered a place must confirm, within 10 working days, whether they wish to accept the place. During the 10 days the child would hold two offers.
- 11.5 The Council will keep waiting lists for all community schools in the Borough for the full school year. Waiting lists will be maintained strictly in accordance with the admission criteria of the school concerned.

- 11.6 The Council will remove pupils from the waiting list who are offered and accept a place at a school that is a higher preference.
- 11.7 The Council will rank pupils with address changes, late and new applications after all on time offers are made or on the waiting list as appropriate.
- 11.8 All admission authorities must specify, in their arrangements, the period a child remains on a waiting list for each school year.

12. Appeals

- 12.1 When a local authority or an admission authority informs a parent of a decision to refuse their child a place at a school for which they have applied, it must include the reason why admission was refused; information about the right to appeal; the deadline for lodging an appeal and the contact details for making an appeal. Parents must be informed that, if they wish to appeal, they have to set out their grounds for appeal in writing. Admission authorities must not limit the grounds on which an appeal can be made.
- 12.2 Own admission authorities must inform the Council no later than 1 October before a main round if it requires the Council to present their appeals. The Council might not be able to support schools with appeals without agreement. The Council does not present appeals for in year processes where it is not the administrator.
- 12.3 Schools will send lists of submitted appeals to the Council. The Council will record the appeal against the admission record and provide the school with all relevant documentation.
- 12.4 School must inform the Council within 5 school days of the outcome of any appeal.
- 12.5 Having received notification from the school, parents will have 5 school days to confirm in writing to the Council which place they wish to accept following the outcome of any appeals. Once a place is released that place will be reallocated.
- 12.6 Admission authorities must comply with the School Admissions Appeals Code 2012 and must record all appeals and provide the data to the Council after all appeals are heard.

13. Atypical Admissions

- 13.1 The Council will execute instruction from the Department for Education in relation to admission related matters including but not limited to;
- 13.2 By 30 September of each year the Council will write to all year 9 pupils to advise of alternative education opportunities that are available for year 10 pupils within a reasonable distance;
- 13.3 All schools have a statutory duty to secure impartial careers guidance for all Year 8 to Year 13 students to inspire their young people to fulfil their potential and to make them aware of all opportunities open to them. We strongly recommend that your child discuss their options with a Careers Adviser in their current school or college. The careers advisor will also be able to advise of UTCs further away that might offer different specialities.

14. In Year

- 14.1 Own Admission Authorities must inform the Council by 1 August at the latest of each year whether they intend to be part of the Council's in-year co-ordination scheme for the following 1 September to 31 August or whether they will be managing their own in-year admissions.
- 14.2 The Council will publish information on its website by 31 August to explain how in-year applications will be made and how they will be dealt with from 1 September onwards.
- 14.3 The Council will provide a suitable application form for parents to complete when applying for a school place for their child for a school for which it coordinates in year admissions. Where the Council receives an in-year application for a school which manages its own in-year admissions, it must promptly forward the application to the relevant admission authority, which must process it in accordance with its own in-year admission arrangements.

- 14.4 Own Admission authorities must follow the requirements of the Code.
- 14.5 All schools must provide the Council with available places/vacancies via the weekly email request.
- 14.6 The Council and Own Admission Authorities must inform a parent of the outcome of an application within 10 school days, and in writing no later than 15 school days.
- 14.7 Own admission authorities must inform the Council of all in-year applications and their outcome within 2 days of receipt of the application.
- 14.8 Own Admission Authorities must follow Children Missing Education protocol where appropriate

15. Annual Review of the Scheme

- 15.1 Each year all local authorities must formulate and publish on their website a scheme by 1 January in the relevant determination year to co-ordinate admission arrangements for all publicly funded schools within their area.
- 15.2 Local Authorities must consult admission authorities for schools affected by the scheme and other Local Authorities every 7 years as a minimum.
- 15.3 A local authority must inform the Secretary of State whether they have agreed a scheme by 15 April. If this is not achieved the Secretary of State may impose a scheme.

16. List of schools

The list of schools that are included in this agreement

Secondary Schools

School Name	Number
Belfairs Academy	5434
Cecil Jones Academy	4001
Chase High School	4000
Shoeburyness High School	4034
Southchurch High School	4002
Southend High School for Boys	5446
Southend High School for Girls	5428
St Bernard's High School	5465
St Thomas More High School	5447
The Eastwood Academy	5414
Westcliff High School for Boys	5401
Westcliff High School for Girls	5423

Table 4 Secondary School

Primary Schools

School Name	Number
Barons Court Primary School & Nursery	2124
Blenheim Primary School	2387
Bournemouth Park Academy	3822
Bournes Green Infant School	2128
Bournes Green Junior School	2123

School Name	Number
Chalkwell Hall Infant School	2022
Chalkwell Hall Junior School	2019
Darlinghurst Academy	2127
Earls Hall Primary School	2023
Eastwood Primary School	3825
Edwards Hall Primary School	3826
Fairways Primary School	2407
Friars Primary School & Nursery	3824
Greenways Primary School	2104
Hamstel Infant School	2093
Hamstel Junior School (partner school)	2092
Heycroft Primary School	2126
Hinguar Community Primary School	2094
Leigh North Street Primary School	2096
Milton Hall Primary School and Nursery	5273
Our Lady of Lourdes Catholic Primary School	2002
Porters Grange Primary School & Nursery	2001
Prince Avenue Academy	2000
Richmond Avenue Primary School	3823
Sacred Heart Catholic Primary School & Nursery	3326
St George's Catholic Primary School	3329
St Helen's Catholic Primary School	3327
St Mary's Prittlewell Church of England Primary School	3325
Temple Sutton Primary School	2132
Thorpedene Primary School	5225
Westborough Academy	2004
West Leigh Infant School	2109
West Leigh Junior School (partner school)	2108

Table 5 Primary Schools

17.Key dates – Infant, Primary and Junior admissions September 2023

Date	Actions
1st January 2022	Date for formulation of scheme
September- October 2022	Publish Admissions Information Advertisements, fliers, and letters to registered parents of early years children
14 September 2022	Admission round opens for applications
Early October 2022	Distribution of year 3 “letter/fliers” to year 2 pupils
Mid December 2022	Preliminary lists to faith schools for Supplementary Information Form follow up
14 September – 22 January	the Council admissions team verifying applications, which continues right up to end of coordination for late applications.
15 January 2023	Closing date for admission applications (address changes up to a month will be accommodated)
22 January 2023	Follow up list to faith schools for Supplementary Information Form follow up
31 January 2023	Initial list of preferences sent to admissions authorities and other local authorities for ranking. Initial list is a pre-ranked list.
3 February 2023	SEN pupils will be accommodated if the named school is identified in the finalised Education, Health and Care Plan. Post this date pupils will be admitted over the PAN but managed back to PAN until coordination ceases
9 February 2023	Final list of preferences sent to admissions authorities
26 February 2023	Closing date for schools to return ranked preferences
End February 2023	Closing date for on-time summer born requests
16 April 2023	Where possible, final offer lists and offer data will be sent to schools under embargo.
17 April 2023	National Offer Day (16 April – next working day) (Easter bank holidays 7 April and 10 April 2023)
30 April 2023	Closing date for responses to offers (refusals)
16 May 2023	Closing date for appeal forms (reference to the code 2.3 of School Admissions Appeals Code 2012 – must be submitted up to 20 days for one time appeals after offer day – date is in outcome letter to applicants)
16 July 2023	All on-time appeals completed
22 August 2023	The administration of waiting lists for years R and 3 and all in-year admissions handed over to academy, voluntary aided, and foundation schools. Coordination ceases

Table 6 Key Dates - Infant, Primary and Junior Admissions September 2023

18. Key dates – Secondary admissions September 2023

Date	Action
1 week in July 2022	Publication of Secondary Admissions Information (booklet) Admissions information distribution to year 5 pupils. Open evenings at schools that admit pupils because of testing / auditions
1 July – 7 September 2022	Registration for testing / audition
1 September 2022	Opening of on-line admissions facility for transfer to secondary school
Week beginning 1 September 2022	Distribution of reminder flier /booklet to year 6 pupils
XX September 2022*	11+ test (to be confirmed by the Consortium – dates will be available in the Admissions booklets)
XX September 2022*	Alternative test date (for religious, illness or exceptional circumstances) 11+ test (to be confirmed by the Consortium – dates will be available in the Admissions booklets)
5 October 2022	List of pupils not applied will be made available to current primary/junior schools to identify any barriers preventing on-time applications being submitted.
XX October 2022*	Testing results to be sent to parents by Consortium / schools (to be confirmed by the Consortium – dates will be available in the Admissions booklets)
w/c 19 October 2022	Follow up list of pupils not applied will be made available to current primary/junior schools to identify any barriers preventing on-time applications being submitted.
w/c 19 October 2022	Preliminary list to be sent to faith schools for Supplementary Information Form follow up
31 October 2022	Closing date for admission applications (address changes up to a month will be accommodated)
w/c 9 November 2022	Follow up list to be sent to faith schools for Supplementary Information Form follow up.
w/c 23 November 2022	List of preferences to be sent to schools and other authorities for ranking.
w/c 4 January 2023	Closing date for schools to return ranked preferences
15 February 2023	SEN pupils will be accommodated if the named schools are identified in the finalised EHSP by 15 February
1 March 2023	Where possible, final offer lists and offer data will be sent to schools and Consortium under embargo.
1 March 2023	National Offer day
1 March 2023	Year 6 destination lists sent to primary/junior schools under embargo.
15 March 2023	Closing date for parents to refuse offer in writing.
w/c 22 March	Updated lists sent to secondary school's post offer responses.
After 1 April	Secondary schools to send welcome letter/packs a month after offer day
1 April 2023	Closing date for appeal forms (reference to the code 2.3 of School Admissions Appeals Code 2012 – must be submitted up to 20 days for one time appeals after offer day – date is in outcome letter to applicants)

Date	Action
w/c 24 May 2023	Updated lists sent to secondary schools and primary/junior schools for year 6 transfer.
14 June 2023	All on-time appeals completed – refer to School Admissions Appeals Code 2012 (reference to the code 2.3 of School Admissions Appeals Code 2012 – must be heard within 40 days for one time appeals after 1 April)
w/c 21 June 2023	Updated lists sent to secondary schools and primary/junior schools for year 6 transfer.
22 August 2023	The administration of waiting lists handed over to academy, voluntary aided, and foundation, free schools.

7 Key Dates - Secondary Admissions Sept 2023

Southend-on-Sea Borough Council | Education and Early Years | Access & Inclusion Team

Queries to or copies can be requested from: Chrissy Papas, School Place Planning & Admission Compliance Manager, SBC, chrissypapas@southend.gov.uk

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Executive Director (Children & Public Health)

To Cabinet On

13 January 2022

Report prepared by:

Cathy Braun, Head of Access & Inclusion and
Chrissy Papas, School Place Planning & Admission Manager

Maintained School Term Dates 2023/24

Relevant Scrutiny Committee(s) Cabinet Member: Councillor Laurie Burton Part 1 (Public Agenda Item)

1. Purpose of Report

1.1 To propose the school term and holiday dates for the academic year 2023/24.

2. Recommendations

2.1 **Cabinet is asked to approve the school term and holiday dates for 2023/24 as set out in Appendix 1 for community schools and as a guide to all schools in the borough.**

3. Background

3.1 There is no national determination of school term dates. Historically the Council has set the term dates for community schools in Southend. In the main, academies, foundation and voluntary aided schools have chosen to adopt dates set by the Council, although there is no requirement to do so.

3.2 In view of the cross border movement with Essex County Council of both pupils and staff, the coordination with Essex has been an important principle. The proposed dates are predominantly in line with the Eastern Region term dates.

3.3 The Eastern Region, and Essex County Council have not yet determined their final dates, however we are aware that both bodies prefer to have a longer Autumn Term, ending 22 December 2023 and shorter Spring Term, returning later on the 8 January 2024.

3.4 This very slight difference was taken after considering the views of Southend schools and governing/trust bodies.

3.5 School term dates are determined in accordance with legal requirements, identifying that there should be 190 pupil days and five non-pupil days allocated to staff development.

3.6 Schools have the autonomy to set the five allocated non-pupil days in accordance with the individual needs of the staff development for the school. However, schools are encouraged to consider using the non-pupil days where school weeks are not full teaching weeks, for example 4 & 5 January and 22 July

3.7 It is recommended that we proceed with the dates as set out in Appendix 1.

4. Other Options

4.1 To ensure consistency with neighbouring authorities, incorporate public holidays and provide the statutory number of days, alternatives are very limited.

4.2 The Eastern Region, and Essex County Council have not yet determined their final dates, so aligning to their current proposals does not guarantee that dates would align.

5. Reasons for Recommendations

5.1 The proposed term dates for 2023/24 are set out in Appendix 1.

3.8 A consultation was held with all schools in the borough between 18 November to 8 December 2022. The majority of schools are in support with the proposed dates, recognising that the slight variation in the Dec/Jan break will have minimal disruption on the cross-border movement. Just over 4% of schools wished for the Dec/Jan dates to be like the Eastern Regions proposed dates and 100% of professional bodies supported the proposed dates. There is no requirement to consult with parents and carers.

5.1.1 The recommended term dates provide consistency with neighbouring authorities, whilst remaining compliant with legislation.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map
The proposed term dates will assist pupils within the Borough to access quality learning opportunities to achieve the best possible outcomes for all children (opportunity and prosperity).

In addition, it contributes to Active and Involved, enabling children to participate in community and family activities together, at set times during the calendar year.

6.2 Financial Implications
There are no direct financial implications for the Council. The administration of the term dates, and core revenue funding for the running of a School is funded through the Dedicated Schools Grant.

6.3 Legal Implications
The determination of term dates for community schools is a statutory requirement.

6.4 People Implications

Coordination with Essex is important for pupils and staff.

6.5 Property Implications
None

6.6 Consultation
A consultation with all schools in the borough and union representatives for schools and teaching staff was undertaken in the period 9 November to 7 December 2020.

6.7 Equalities and Diversity Implications

In line with the Equality Act 2010, the proposed term dates are clear that there is no discrimination on the grounds of disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; or sexual orientation, in that they are the same for all pupils in the borough

6.8 Risk Assessment
If the Council does not agree to the term dates as a guide for all schools, schools will very likely set a variety of dates, resulting in an uncoordinated and general unified process, and the Council's reputation will suffer.

6.9 Value for Money
No direct implications.

6.10 Community Safety Implications
None envisaged.

6.11 Environmental Impact
None envisaged

7. Background Papers

- The Education Act 2002 - section 32
- The Education Act 1996 – section 551(1)

The Education (School Day and School Year) (England) Regulations 1999

8. Appendices

Appendix 1 – Proposed Southend-on-sea Term dates 2023/24

Appendix 2 - Determined Southend-on-sea Term dates 2022/23

Proposed Southend-on-Sea School Term and Holiday Dates for Community and Maintained Schools 2023/24

Autumn Term																											
September 2023							October 2023							November 2023							December 2023						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
				1	2	3							1			1	2	3	4	5					1	2	3
4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31
							30	31																			
Spring Term																											
January 2024							February 2024							March 2024							April 2024						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1	2	3	4	5	6	7				1	2	3	4					1	2	3	1	2	3	4	5	6	7
8	9	10	11	12	13	14	5	6	7	8	9	10	11	4	5	6	7	8	9	10	8	9	10	11	12	13	14
15	16	17	18	19	20	21	12	13	14	15	16	17	18	11	12	13	14	15	16	17	15	16	17	18	19	20	21
23	24	25	26	27	28	29	19	20	21	22	23	24	25	18	19	20	21	22	23	24	22	23	24	25	26	27	28
29	30	31					26	27	28	29				25	26	27	28	29	30	31	29	30					
Summer Term																											
May 2024							June 2024							July 2024							August 2024						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
		1	2	3	4	5						1	2	1	2	3	4	5	6	7				1	2	3	4
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31					26	27	28	29	30	31	

= Schooldays

= School holidays

= Bank holidays

In addition, schools allocate five non-pupil days out of the school days indicated,
or the equivalent in disaggregated twilight sessions.

Autumn Term:	1 September 2023 – 20 December 2023 <i>Half Term 23 October – 27 October</i>	74 days
Spring Term:	4 January 2024 – 28 March 2024 <i>Half Term 19 February - 23 February</i>	56 days
Summer Term:	15 April 2024 – Friday 22 July 2024 <i>Half Term 28 May –31 May</i>	65 days
		195 days

Please note: The above dates may vary for individual schools, especially Foundation, Voluntary Aided schools and Academies, who can set their own term dates. You are strongly advised to check with your child's school before making any holiday or other commitments.

Determined Southend-on-Sea School Term and Holiday Dates for Community and Maintained Schools 2022/23

Autumn Term																											
September 2022							October 2022							November 2022							December 2022						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
			1	2	3	4						1	2		1	2	3	4	5	6				1	2	3	4
5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11
12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18
19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25
26	27	28	29	30			24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31	
							31																				
Spring Term																											
January 2023							February 2023							March 2023							April 2023						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
						1			1	2	3	4	5			1	2	3	4	5						1	2
2	3	4	5	6	7	8	6	7	8	9	10	11	12	6	7	8	9	10	11	12	3	4	5	6	7	8	9
9	10	11	12	13	14	15	13	14	15	16	17	18	19	13	14	15	16	17	18	19	10	11	12	13	14	15	16
16	17	18	19	20	21	22	20	21	22	23	24	25	26	20	21	22	23	24	25	26	17	18	19	20	21	22	23
23	24	25	26	27	28	29	27	28						27	28	29	30	31			24	25	26	27	28	29	30
30	31																										
Summer Term																											
May 2023							June 2023							July 2023							August 2023						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1		3	4	5	6	7				1	2	3	4						1	2		1	2	3	4	5	6
8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13
15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20
22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
29	30	31					26	27	28	29	30			24	25	26	27	28	29	30	28	29	30	31	1	2	3
														31													

= Schooldays & Weekends
 = School holidays
 = Bank holidays

In addition, schools allocate five non-pupil days out of the school days indicated, or the equivalent in disaggregated twilight sessions.

Autumn Term:	1 September 2022 – 20 December 2022 <i>Half Term 24 October – 28 October</i>	74 days
Spring Term:	5 January 2023 – 31 March 2023 <i>Half Term 13 February - 17 February</i>	57 days
Summer Term:	17 April 2023 – Friday 21 July 2023 <i>Half Term 30 May – 2 June, and May Bank Holiday, 29 May</i>	64 days
		195 days

Please note: The above dates may vary for individual schools, especially Foundation, Voluntary Aided schools and Academies, who can set their own term dates. You are strongly advised to check with your child's school before making any holiday or other commitments.

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Southend-on-Sea Borough Council

Report of Executive Director, Children and Public Health

to

Cabinet

On

13th January 2022

Agenda
Item No.

Report prepared by: Jo Hines, Service Manager

Fostering and Adoption Statements of Purpose

Relevant Scrutiny Committee(s): People
Cabinet Member: Councillor Burton

1. Purpose of Report

To enable Cabinet to review the updated statements of purpose for the Fostering Service and Adoption Service.

2. Recommendations

That the Fostering Service Statement of Purpose and Adoption Service Statement of Purpose are endorsed.

3. Background

It is a statutory requirement that the fostering and adoption services have statements of purpose. The statements of purpose are required to be updated by the Service and endorsed by Cabinet on an annual basis.

The Southend Fostering Service is part of Southend Borough Council and is a 'Local Authority Fostering Service' as recognised by The Fostering Services (England) Regulations 2011 (as amended 2013). The statement of purpose confirms service compliance with National Minimum Standards for the recruitment, assessment, approval, and training of foster carers. It outlines training foster carers are expected to attend to maintain their status as approved foster carers and briefly details the types of foster placement it provides.

Southend Adoption Service is part of Southend Borough Council. The statement of purpose sets out clearly the aims and objectives of the Southend Adoption Agency as required by Schedule I of the Local Authority Adoption Services (England) Regulations 2003 (amended 2005, 2013 and 2014) and the Adoption Agencies Regulations 2005,

amended by the Adoption Agencies and Independent Review of Determinations (Amendment) Regulations 2011 and the Adoption Agencies (Panel and Consequential amendments) Regulations 2012 and the Adoption National Minimum Standards 2011.

4. Other Options

There is a statutory requirement for the statements of purpose to be endorsed by Cabinet. No alternative option is available if the services are to continue to operate.

5. Reasons for Recommendations

See above

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

Safe and Well: We protect and improve the quality of life for everyone in our community, including the vulnerable.

6.2 Financial Implications

Children Services are currently working with a fostering improvement plan and aim to use this to drive both recruitment of foster carers and savings which includes working towards a new payment / support offer.

6.3 Legal Implications

If the statements of purpose are not reviewed and endorsed, the Council will be unable to provide an authorised Fostering and Adoption Service in compliance with the requirements of:

- The Fostering Services (England) Regulations 2011(as amended 2013) made under the Children Act 1989 and the Care Standards Act 2000
- Fostering Services National Minimum Standards 2011
- Schedule I of the Local Authority Adoption Services (England)Regulations 2003 (amended 2005, 2013 and 2014) made under the Adoption Act 1976 as amended by the Adoption and Children Act 2002
- Adoption Agencies Regulations 2005, amended by the Adoption Agencies and Independent Review of Determinations (Amendment) Regulations 2011 and the Adoption Agencies (Panel and Consequential amendments) Regulations 2012 made under Adoption and Children Act 2002
- Adoption National Minimum Standards 2011.

6.4 People Implications

None identified

6.5 Property Implications

None identified

6.6 Consultation

Not required

6.7 Equalities and Diversity Implications

The statements of purpose identify a commitment to equality and diversity.

6.8 Risk Assessment

None identified

6.9 Value for Money

None identified

6.10 Community Safety Implications

None identified

6.11 Environmental Impact

None identified

7. Background Papers

None

8. Appendices

Appendix 1 - Fostering Service Statement of Purpose

Appendix 2 - Adoption Service Statement of Purpose

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Fostering Service Statement of Purpose

Southend on Sea Borough Council



Department of Children and Public Health

**Southend Fostering Service
Civic Centre Victoria Avenue
Southend on Sea Essex
December 2021
Telephone: 01702 212938
Website: www.southend.gov.uk**

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Introduction

Southend Fostering Service

The Fostering Service is managed within Children's Social Work, Early Help and Youth Support and is led by Alexander Kubeyinje, Interim Director, Sara Scholey, Interim Head of Service Corporate Parenting, Placements and Resources and Jo Hines Service Manager,

Fostering and Adoption Status and Constitution

The Southend Fostering Service is part of Southend on Sea Borough Council and is a 'Local Authority Fostering Service' as recognised by The Fostering Services (England) Regulations 2011(as amended 2013).

Southend Fostering Service is based at: Civic Centre Victoria Avenue Southend on Sea Essex SS2 6ER
Tel No: 01702 212398

Service Values

A Southend where all children achieve success is the shared vision for children in Southend.

We aim to make sure that all children and young people who live in Southend are able to take advantage of the opportunities which are here now and to enhance these opportunities for the future.

We act to:

- Help them raise their aspiration and achievement, achieving a sense of pride and joy
- Ensure they have the opportunities they need for inclusion and prosperity
- Facilitate their participation to be active and involved in decisions that affects their lives
- Strive for excellence in the services we provide to ensure all young people are safe and well



Aims & Objectives

The agency's primary aim is to provide safe, high quality family care for children and young people who are unable to live with their parents.

The Corporate Parenting Strategy includes the following priorities that the Fostering Service contribute to. They align with Southend 2050 ambitions.

Safe and Well

- To ensure we have sufficient, high quality, local placements for children and care leavers including foster placements, residential care, supported accommodation and independent housing. To reduce use of PVI placements
- Placement stability improved so children are able to build secure and lasting relationships with their carers
- All looked after children and care leavers to access health assessments and dental checks without any delay
- All looked after children to have access to services to address the trauma they have experienced and any emerging emotional and mental health issues.

Active and Involved

- The Children in Care Council will be supported to expand their influence; increased membership with greater representation, regular sessions with leaders from across the system, joint campaigns with other youth forums on subjects of interest to them.
- The voice of care experienced children and young people will be centre at every Corporate Parenting Group meeting. Corporate parents will engage with care experienced young people to co-design services, plans and strategies
- Southend Foster Carers will be supported to expand their influence on how we provide care for looked after children.
- Care experienced young people will become involved in the commissioning of services for looked after children and care leavers

Pride and Joy

- We will celebrate the achievements of looked after children and care leaver
- Looked after children will be encouraged to explore their identity and to have pride in this. They will supported to learn about all parts of their family background, not only the reason why they become looked after
- Looked after children and care leavers will be encouraged to engage with activities that give them pride including sport, youth groups, art, performing art and community work,
- The families of looked after children will be supported to celebrate their achievements with their children
- We hold high aspirations for, and high expectations of, our looked after children and care leavers



Opportunity and Prosperity

- Looked after children will attend school or college and regularly and be able to engage with learning
- Young people will be given their savings when they leave care
- Arrangements for family time will be child and parent centred. They will not be centred on the needs of the service

Connected and Smart

- Looked after children and care leavers can engage in the digital world safely and are supported to do so
- Carers are able to use digital technology with confidence
- Looked after children develop the skills to travel round Southend safely



Actions to meet objectives

To ensure the highest quality of care for Looked after Children

- Standards of care are monitored through regular supervision, including unannounced visits.
- Any concerns about standards of care are addressed by the supervising social worker.
- Annual household reviews are undertaken and consider the views of service users.
- Unannounced visits at least annually and more frequent where concerns or difficulties arise.
- Where concerns are noted or investigations are commenced following allegations against foster carers, the Fostering Service will ensure that these are investigated and that the foster carers are supported through the process, including access to independent support.
- Following any formal Section 47 inquiries, the Fostering Panel will consider the Fostering Service's appraisal of the foster carers continued capacity to care for children.
- Support and advice for carers is available 24 hours a day. To provide an in-house placement service for Looked after Children:
- A duty worker is available during office hours to take referrals from the Fieldwork Service and match children with appropriate in-house foster placements.
- Details of carers willing to take emergency placements are provided to the emergency duty team when the office is closed.

To promote a positive image of fostering for foster carers, the children of foster carers and children and young people placed with foster carers:

- Build a positive sense of identify for carers and foster families
- Appointed Fostering Ambassadors to support recruitment.
- Positive media coverage
- Fund raising and promotional events
- Awards for looked after children (delayed this year due to Covid-19)
- Annual celebration event for sons and daughters of foster carers (delayed this year due to Covid-19)
- Annual Foster Carers Conference

To create an environment of continuous improvement and innovation in everything we do.

- Consult with carers and their representatives about the service and how to improve it.
- Consult with children and young people who are looked after
- Consult with foster carer's children
- Consult with service users and their representatives about the service and how to improve it.
- Consult with staff and their representative about the service and how to improve it.

Consult with partner agencies about the service and how to improve it.

- Undertake reviews of the service.
- Ensure that staff are trained and motivated to deliver a child centred service

Learn to deliver continuous improvement through:

- Engaging in a range of quality assurance activity including Beyond Auditing
- The assessment and review of the service
- Responding positively to complaints and feedback
- Learning from any placement disruptions
- Involving children in policy and decision making
- Ensuring that children's wishes, and feelings will be actively sought and fully considered at all stages
- Being vigorous in challenging poor practice and addressing problems effectively.

There is a detailed Improvement plan in place for The Fostering Service that includes progress measures against outcomes.

Management, staffing and services

Management Structure

The Fostering Service is part of Children and Public Health.

The Executive Director of Children and Public Health (DCS) is **Michael Marks**

The Interim Director of Children's Social Work, Early Help and Youth Support is **Alexander Kubeyinje**.

The Interim Head of Service for Corporate Parenting, Placements and Resources is **Sara Scholey**

Sara is a qualified social worker with over 20 years of experience across a variety of service areas including residential, adoption, fostering children who are looked after and care leavers. Sara Scholey who is also the Agency Decision Maker. Quality assurance issues are managed by this Head of Service and Head of Service for Quality, Practice & Principal Social Worker Assurance. It is also managed through the Fostering Panel.

The Service Manager for Fostering and Adoption is **Jo Hines**

Jo has worked for Southend since 2007. Jo holds a BA in social work, Dip SW and a Masters in Professional Practice including management and leadership. Jo has a particular interest in Theraplay in which she holds level 1 & 2 training, which brings an added dimension to the Team. She has level 1 & 2 Dyadic Development Psychotherapy; levels 1&2 Sensory Attachment Intervention, NPP level 1, Foundations in Attachment training, Therapeutic Life story Work, NVR and has training in facilitating The Just Right State. Her Masters focused on developing policy and practice in sibling assessment.

Team Managers

Penny Mercer (full-time) is the Registered Manager. Penny joined the service in March 2019 and has extensive experience in fostering. Penny takes the lead on placements and panel. She obtained her DipSW in 2008. In addition, Penny is trained in the use of the Adult Attachment Interview and is qualified to deliver the fostering changes programme.

Sue Benson (full time) joined the service in January 2021 and has extensive experience in fostering. Sue takes the lead on recruitment and assessment. Sue holds a BA (hons) in Sociology/Theology, DipSW and a Master's degree in Social Work. She holds a level one qualification in both Theraplay and Dyadic Developmental Psychotherapy. She is accredited to assess parents using the Parent Assessment Manual and has also co-facilitated the Thames Valley Programme.

Sonia Jenkins (Part Time) joined the Service in Jan 2021. Sonia brings management experience in service improvement and design, Fostering, Child Protection, Care Management, and adoption. Sonia Leads on Service Improvement, Performance and staff training across the team. She obtained her DipSW in 2007 and BA in Social Work in 2008. In addition, Sonia has MA in Psychotherapeutic Counselling and qualifications in Group Counselling, attachment and loss.

Advanced Practitioners

Toni Bisaccia (full-time)

Catherine Sturrock (full time)

Abbie Osbourne (full time)

Senior Mental Health Workers

Karina O'Keefe and Claire Sarchet joined the Service in October 2021 and job share in developing mental health support service for foster carers.

Senior fostering worker for SGO and Private Fostering

Sue Snoxell

Senior Assessment Workers – completing SGO, parenting & connected persons assessments

Wendy O'Connell

Emma Pace

Rebecca Christian

Placement Social Worker – currently recruiting

Commissioning Social Worker - currently recruiting

Supervising Social Workers

Gabriela Zaharii (full-time)

Nikki Seaden (full-time)

Caroline Dolby (full-time) on maternity leave

Suz Sawtell (part time)

Eunice Charangwa (Part-time)

Nehal Eldeeb (full time)

Heather Pursue (full time)

Carolyn Jones (full time)

Fostering Administrators

Katherine Hart (part-time) Sian Bennett (part-time)

Marketing and Recruitment Officer

Donna Kerr (part time)

All the social workers have appropriate qualifications and are registered with Social Work England.

Placement Options

Long term (permanent)

Duration: Until adulthood Purpose: Permanent, substitute care

Task centred

Duration: 1 to 2 years including preparation for independence Purpose: Provide substitute care where a lengthy piece of work is required, or for teenagers.

Short term

Duration: Up to 1 year Purpose: Provide substitute care while plans are formulated or a specific piece of work is carried out, e.g., assessment of parents.

Respite

Duration: 1- 28 days; may be one off, or a planned series of placements, not exceeding 110 nights per year.

Emergency

Duration: Up to 28 days (may then evolve into short term or other type of placement) Purpose: Emergency substitute care at very short notice.

Short Breaks

Duration: No longer than 17 days in any one period and for no more than 75 days per annum Purpose: To provide short term care and support for CWD and children in need

Staying Put

Duration: 18-25 years Purpose: To provide ongoing support post 18 for care leavers within their foster placement



Services provided

Southend Fostering Service exists to provide foster care for children and young people looked after by Southend Borough Council. The Fostering Service aims to recruit sufficient carers in numbers and range of skills to enable children and young people to be placed local to their families and support networks. The agency offers placements with carers who meet National Standards and receive comprehensive support and training. Career progression for foster carers is recognised to be a priority. The current Southend structure is under review. There is an arrangement in place for independent support in the case of allegations. Support is obtained from Fostering Network

Southend Fostering Service offers a trauma informed therapeutic service for children and young people through Family Engagement Team and the Southend Emotional Wellbeing Mental Health service (EWMHS) services, and where needed, with adjoining EWMHS services e.g., where carers live outside the boundaries of Southend on Sea. We have senior mental health workers, working directly with the fostering service, to support the emotional health and wellbeing of Looked after Children in Southend specifically through equipping our foster carers with the skills, knowledge, and strategies they need to fulfil their role.

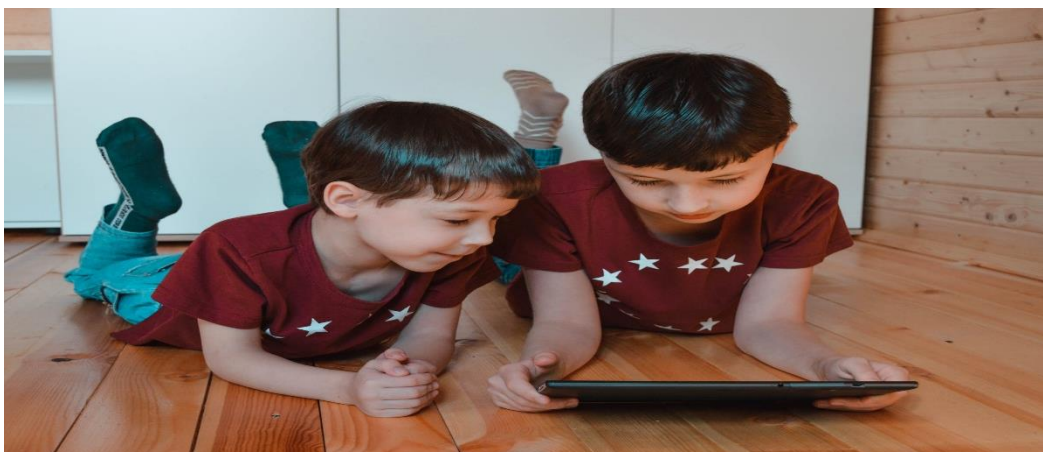
Specialist health support is available through the agency's Lead Nurse for Looked after Children.

Specialist education support is available through the Virtual Head Teacher and Advisory Teacher for Looked after Children, who are based within the Civic Centre. Children with special educational needs are provided with services through the special educational needs service. The Virtual School Headteacher's role is to co-ordinate services for looked after children and their families, so that all school-age children in the care of Southend Borough Council are receiving the best possible education. The Virtual School approach is to work with looked after children as if they were in a single school, liaising with the schools they attend, tracking the progress they make and supporting them and their carers to help them achieve the best possible outcomes

The Edge of Care Team and Family Engagement Team has dedicated workers to support foster carers to prevent placement breakdown

Children Placed

Every effort is made for children to be placed with in-house foster carers. Where this is not possible children in foster placements are largely placed with independent fostering agencies (IFAs) that have an agreement with Southend Borough Council and provide local placements. Southend will usually only place with independent providers deemed 'good' or 'outstanding' by OFSTED. The foster carer recruitment strategy, aimed at attracting local families to become foster carers, is focused on increasing the number of available in-house placements.



Carer Households

The foster carer recruitment strategy, aimed at attracting local families to become foster carers, is focused on increasing the number of available in-house placements. There are currently 83 approved carer households across all the categories.

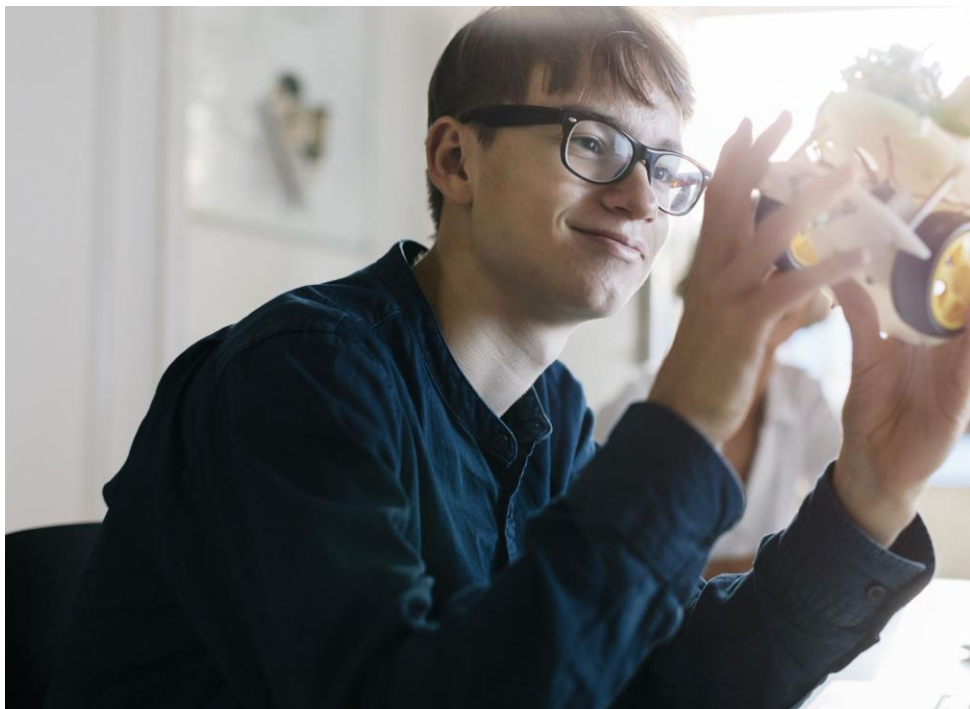
Several new Foster Carers have been approved but we have seen an increase in resignations, de-registrations, and retirements over the past year. We continue to recruit locally

The Southend Fostering Team recruit, assess and train prospective foster carers, family and friends carers and Connected Persons Carers. In addition, the Team provides supervision and support to approved foster carers.

With a new marketing officer in post a new recruitment campaign has been developed to recruit additional carers that reflect the needs of Southend's looked after population. Foster Carers need to reflect the cultural, ethnic and religious backgrounds of the children looked after by Southend Borough Council. We are particularly seeking carers from Black, Asian and minority ethnic communities, carers who can offer a home to large sibling groups, carers for children with a disability and carers willing to care for adolescents.

Fostering Allowances are set in detail in the Fostering Allowances booklet and policy. These figures are reviewed annually.

A new foster carer payment structure has been developed with the aim of introducing it on 1 April 2022.



Procedures for the Recruitment, Approval, Training, Support and Review of Foster Carers

Southend Fostering Service is committed to ensuring that its practices comply with the National Minimum Standards (2011). Furthermore, the policies in relation to the recruitment, assessment, approval, training, management, support, and supervision of foster carers reflect the expectations set out in the preceding Code of Practice.

Southend Fostering Service undertakes all its work within the principle, set out in the 1989 Children Act, that the welfare of children is paramount. This principle is applied to the agency's decision making, planning and daily work.

All social work tasks, including the assessment, support, and supervision of foster carers, are carried out by qualified and experienced social workers.

All enquiries to the agency by people expressing an interest in becoming a foster carer are responded to promptly. We aim to have formally acknowledged the enquiry within two working days by sending an acknowledgement letter via email and information leaflets. This will be further supported by a phone call and a home visit within 7 working days of their confirmation that they wish to proceed. Applicants are then invited to attend the Skills to Foster course. These are run at every 3 months.

Subject to satisfactory safeguard checks and the agreement of the Team Manager, applicants are also invited to make a formal application and are immediately allocated for assessment. The target date for presentation to the Fostering Panel is within 6 months from the date of the initial enquiry. Applicants are invited to read the assessment report and to attend the Fostering Panel considering their application.

The Fostering Panel's recommendations are then considered by the Agency Decision Maker. Each foster carer is allocated a named supervising social worker, who visits them on a regular basis. The agency also provides a 24 hour on call system through their Out of Hours service, staffed by specialist, experienced foster carers. Foster carers are offered respite as required by the Care Plan and Placement Agreement for each child.

Foster Carer Allowances Fostering Allowances are set in detail in the Fostering Allowances booklet and policy. These figures are reviewed annually.



Ongoing Learning and Development

A foundational training programme for all carers is a requirement and includes:

- Basic Foster Carer Skills
- Paediatric First Aid
- Understanding Trauma and Attachment
- Sexually Harmful Behaviour
- Managing Transitions

All Foster carers must complete the Statutory Training, Support and Development (TSD) programme, support groups are run to facilitate this.

Foster Carers can access the 'Building Strong Practice Programme' run by the Practice Unit and have access to a range of online learning opportunities through the 'Me Learning' portal. In addition, an extensive programme of training is provided for foster carers as and when required, including courses on:

- Managing difficult behaviour
- NVR – Non-Violent Resistance
- The Challenges of social media
- VR – Virtual Reality Trauma Training
- Life story work
- Sharing Difficult Information
- Impact of Domestic Abuse
- Theraplay
- BAME and Proud
- Health of Looked after Children
- Safeguarding Black Children
- Siblings Assessment Workshops
- The Power of Family Time and Maintaining Links

Foster Carers are encouraged to attend Sparkles, an adult and pre-school group to provide further support to foster carers to promote the formation of an attachment connection within their placement families at the beginning of their placements.

There are a range of support groups foster carers. Connected persons and those with an SGO can also access for further support. Southend Fostering Service has full membership to Coram BAAF and the Fostering Network, and all carers have membership to Fostering Network (funded by the Fostering Service) where they can gain additional support and advice.



Fostering Panel

The Fostering Panel is independently chaired.

The Panel is compliant with the Fostering Regulations 2011 (updated 2013).

The Panel meets on at least a monthly basis

The Panel considers recommendations for the approval of foster carers and matches between foster carers and specific children where a long-term placement is planned. It also oversees Annual Household Reviews and the de-registration of foster carers and helps with quality assurance.

There has been recruitment activity regarding the fostering panel to extend the central list of members. The current chair has recently resigned, this post is being recruited to.

Quality Assurance and Strategic planning

The Fostering Service keeps statistical records and undertakes analysis to inform judgement on the quality of the services offered and to provide information on which to strategically plan future placement requirements.

The Council has a Sufficiency Position Statement, drafted in line with Department of Health guidance on 'Planning & Providing Good Quality Placement for Children in Care'.

Information is kept and monitored on:

- The number of referrals of children/young people by age, ethnicity, religion, culture, gender, and disability,
- The number of enquiries to approval, number of carers by age, ethnicity, religion, culture, gender, and disability
- The number of Annual Foster Home Reviews conducted to timescale
- Compliance with supervision expectations
- Announced and unannounced home visits
- Disruption rates

There is a clear audit programme for all foster care files.

Private Fostering

The Fostering Service is currently responsible for:

- Information on Private Fostering within the local community together with the Southend Safeguarding Children Partnership
- The completion of a Private Fostering Assessment to ensure that the placement can meet the child's needs.
- The maintenance of a register of people privately fostering and children placed with them
- The monitoring of standards within private foster homes.
- Awareness raising within the local community

Complaints

Complaints leaflets are provided to foster carers by Supervising Social workers. Information regarding complaints is also available in the Fostering Handbook.

Complaints leaflets are provided to children and young people by their allocated social worker and the fostering service provides further copies when requested or when circumstances indicate that this is relevant. All looked after children are regularly asked if they want to access independent advocacy through the commissioned advocacy service, NYAS.

Adults and children are encouraged to discuss any concerns about the service with their social worker and/or the team manager.

Making a Complaint

The Department has a Complaints Manager. Complaints, or indeed general comments or compliments, about the service can be lodged with them. Any complaint will be acknowledged, and the Complaints Manager will organise an investigation of the complaint according to the three stages of complaints (Stage 1, Stage 2 and Stage 3).

The Complaints Manager can be contacted at Children and Public Health, Civic Centre Victoria Avenue Southend-on-Sea Essex SS2 6ER Telephone 01702 215085 or by email childrenscomplaints@southend.gov.uk

Comments and Complaints can also be made to Ofsted:

OFSTED
Piccadilly Gate Store Street Manchester M1 2WD 03001231231

Or to the Children's Commissioner for England

Anne Longfield
Children's Commissioner for England
0800 528 071
Advice.team@childrenscommissioner.gsi.gov.uk

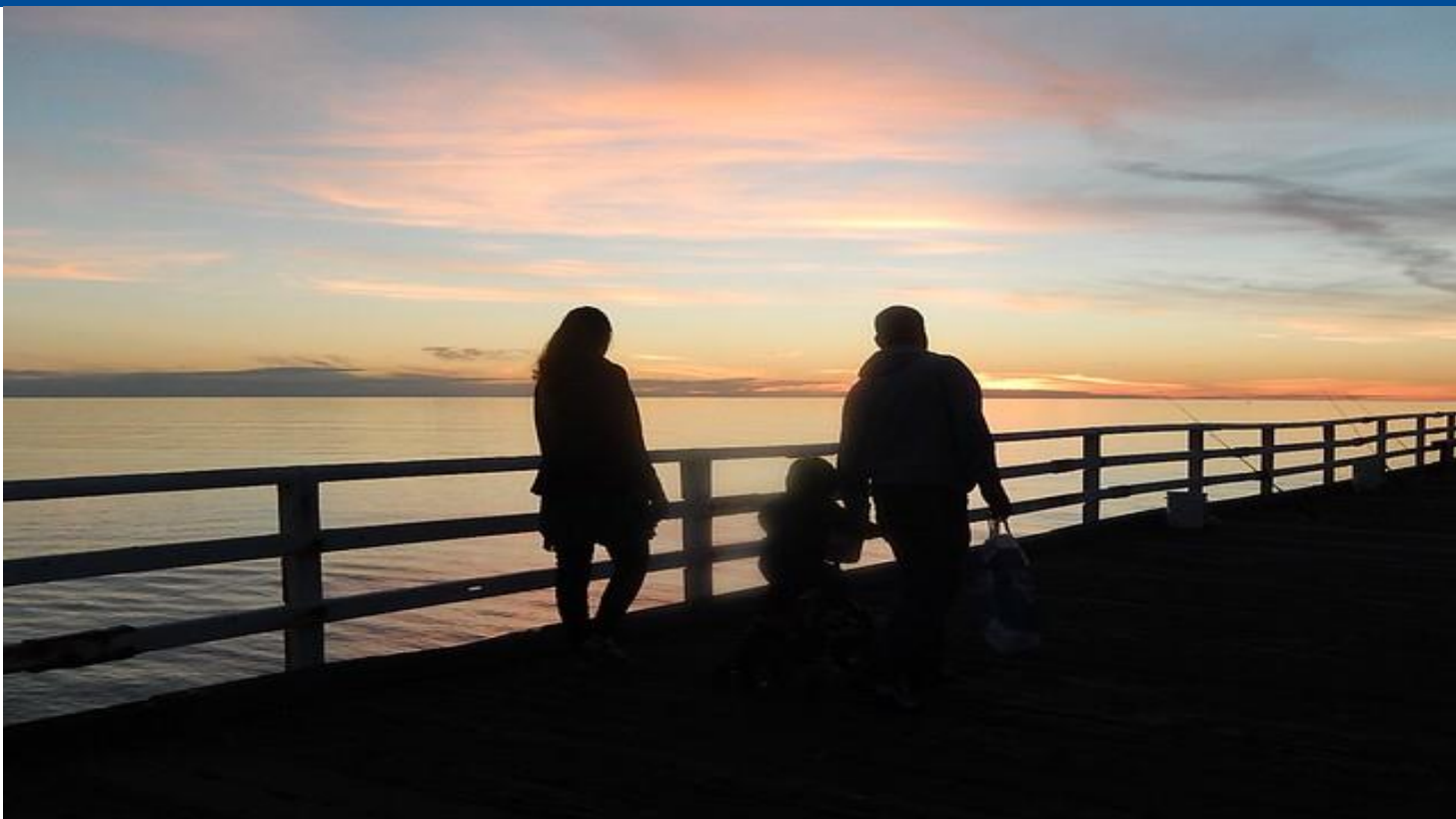


Additional Copies

Copies of this Statement are routinely given to people using the services provided by Southend Fostering Services. For a copy of this document in any other format/language, or to order more copies, please contact: Southend Fostering Service Civic Offices Victoria Road Southend on Sea Essex SS2 6ER Tel No: 01702 212938

Adoption Service Statement of Purpose

Southend on Sea Borough Council



Department of Children and Public Health

Southend Adoption Service
Civic Centre Victoria Avenue
Southend on Sea Essex
December 2021
Telephone: 01702 212938

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Introduction

The following Statement of Purpose is intended to set out clearly the aims and objectives of the Southend Adoption Agency as required by;

- Schedule I of the Local Authority Adoption Services (England) Regulations 2003 (amended 2005, 2013 and 2014), and
- the Adoption Agencies regulations 2005, amended by the Adoption Agencies and Independent Review of Determinations (Amendment) Regulations 2011, and
- the Adoption Agencies (Panel and Consequential amendments) Regulations 2012, and
- the Adoption National Minimum Standards 2011.

As required under these Regulations, the Statement of Purpose will be presented to the Council's Cabinet for endorsement and will be reviewed and updated annually.

The Statement of Purpose will take into account the following:

- The Southend Adoption Agency Policy Document
- The Adoption Act 1976 as amended by Adoption & Children Act 2002
- The Local Authority Adoption Agencies (England) Regulations 2003 (amended 2005 & 2013 & 2014)
- The Care Standards Act 2000
- The National Minimum Standards for Local Authority Adoption Services in England and Wales 2011
- The Adoption and Children Act 2002
- The Adoption Agencies Regulations 2005 – amended 2011
- Children and Adoption Act 2006
- Children and Families Act 2014
- Adoption: Statutory Guidance
- Adoption Scorecard
- Southend Corporate Parenting Strategy
- Adoption and Children (Coronavirus) (Amendment) Regulations 2020

Aims and Objectives

Southend Sea Borough Council Adoption Service aims to provide a comprehensive range of adoption services to children requiring adoption, birth families, adopters and those who have already been adopted. In meeting its aims and objectives, the Adoption Service will work within the relevant policies of both Southend Borough Council and the Adoption Service.

The objective of Children's Services is for every child to remain with their birth family and every reasonable effort will be made by the Authority to enable and support the birth parents, or the wider birth family, to provide a permanent home for the child where the child's needs can be met within a safe environment. However, if this is not possible then the child is entitled to grow up as part of a loving, adoptive family that can meet their needs during childhood and beyond. At all times the child's best interests come first with their welfare and safety being paramount.

The Adoption Service aims to recruit sufficient adopters to ensure that children can be placed with a family that not only meet the child's day to day needs but also the ethnic, cultural, religious, physical and emotional needs of the child. However, no child should wait indefinitely for an ideal placement.

The Adoption Service recognises the importance of a child retaining some form of contact with their birth parent(s) or birth family. Any decision about the possibility, type and frequency of contact will be based on the needs of the individual child and what is in the child's best interests. Decisions will remain flexible to the changing needs of a child.

Where a child is of an age to understand, the child's views and wishes in relation to adoption will be considered when making plans for the child.

The Adoption Service aims to provide anyone enquiring about adoption with full information on the adoption process so that they can make an informed judgement about whether or not to proceed with their application. This will include those wishing to adopt from within the United Kingdom and from overseas, foster carers wishing to adopt a child already in their care and stepparents and relatives wishing to adopt a child from within their family. Prospective adopters will be welcomed without prejudice and will be provided with clear eligibility criteria. They will also be given information on children waiting and what is required to meet the children's needs.

The adoption provision aims to provide a service to birth parents and birth families that takes into account the lifelong implications of adoption and treats each individual fairly and with respect. Birth parent(s) and birth families will be given information on local, regional and national support groups, and where an adult adoptee requires information from their birth records, the adoption service aims to provide a supportive and informative service at all times.

The Adoption Service aims to provide information, help and support for all those who have been affected by adoption whether prior to, or after, the making of an Adoption Order.

The Adoption Service also aims to protect all the information held and will provide security and confidentiality for all records, including those to be held for 100 years from the making of the Adoption Order.

The Adoption Service will maintain management information systems in order to monitor and evaluate the service provided and ensure all work is undertaken with the requirements of the National Minimum Standards, current legislation and Regulations, current policy statements and with accepted good practice in mind.

Where can I see this guide

Written copies are available at the Adoption Team. If you would like a written copy please contact the Adoption Service Manager at the address above or by contacting johines@southend.gov.uk The guide is available on the Southend Borough Council website The statement will be translated into other languages or made available in a format that is right for someone with physical, sensory and learning impairments and communication difficulties, upon request.

The service values

A Southend where all Children achieve success is the shared vision across Children's Services 'We aim to make sure that all children and young people who live in Southend are able to take advantage of the opportunities which are here now and to enhance these opportunities for the future. It is to

- Help them raise their aspiration and achievement, achieving a sense of pride and joy
- Ensure they have the opportunities they need for inclusion and prosperity
- Facilitate their participation to be active and involved in decisions that affects their lives
- Strive for excellence in the services we provide to ensure all young people are safe and well The Adoption Service's values include:
 - Being child centred; their best interests being paramount
 - Focusing on outcomes for children
 - Being outward looking, flexible, adapting to new ideas and ways of working and being responsive to individual need
 - A commitment to learning
 - Listening to children and their families
 - Ensure that the services promotes equal opportunities and does not discriminate against anyone on the basis of their age, gender, sexual orientation, disability, ethnic origin, religion or culture
 - Contributing to the RAA Adopt East and other, regional and national agencies to improve standards and offer a complete service, taking every opportunity to share best practice as openly as possible
 - Improving standards of practice and service continuously to respond to changes in law and challenge poor practice
 - A commitment to Children Services Practice Priorities and 2050 vision for Southend

How will this happen?

These Aims and Objectives will be achieved by:

- Demonstrating and supporting all using Restorative Principles
- Providing placement choices that reflect: Equality Diversity Individual and personal needs Social and cultural background preferences

- Delivering Regional placements wherever possible and appropriate to facilitate ongoing appropriate levels of post-adoption support
- Active leadership that delivers clarity of purpose to the adoption service
- Clarity about the purpose of individual placements
- Matching placement availability to requirements
- Providing access to support services (e.g. health, therapy) for children and adopters.
- Facilitating the maintenance of valued relationships, where appropriate, especially with siblings and anyone identified by the child and birth family where possible.
- Avoiding drift and working with time scales that meet the child's best interests
- Designing and managing effective processes and ways of working
- Joint working and partnership
- Ensuring that staff are trained and motivated to deliver a child centred service
- Learning in order to deliver continuous improvement through: The assessment and review of the service Responding positively to complaints and feedback Learning from any placement disruptions
- Involving children in policy and decision making
- Ensuring that children's wishes and feelings will be actively sought and fully taken into account at all stages
- Taking corporate responsibility within Children's Services for the effective management, quality and support of placements
- Being vigorous in challenging poor practice and addressing problems effectively
- Providing appropriate and pro-active guidance and support to birth parents
- Undertaking ongoing quality assurance and consultation to ensure that the service focuses on outcomes for children

The Policies

There are detailed adoption policies and procedures to guide the way in which the principles are practiced. These cover children, adopters, birth families, adoption support, and non-agency adoption and inter country adoption. New staff and panel members are given a copy of the adoption policies and informed of any changes. A written copy can be obtained as above in 'Where can I see this guide?' There is also a complete range of more general Southend Borough Council's policies which all staff first access as part of their induction.

The Structure of the Service

The Adoption Team is part of the Department Children and Public Health. The Executive Director and DCS is Michael Marks. The Interim Director of Children's Social Work, Early Help and Youth Support is Alexander Kubeyinje, who is also the Agency Decision Maker and

The Adoption Service is part of children's services and is led by the Head of Corporate Parenting, placements and resources.

- Alexander Kubeyinje is the Interim Director Children's Social Work, Early Help and Youth Support. He is a qualified social worker with over 20 years experience.
- Sara Scholey is interim Head of Service for Corporate Parenting, Placements and Resources. Sara is a qualified social worker with over 20 years of experience across a variety of service areas including residential care, adoption, fostering children who are looked after and care leavers.
- Jo Hines is the Service Manager. She has worked for Southend Adoption Service since 2007 and brings extensive adoption experience having worked previously in the Adoption Service in Essex since 1997. Jo has BA in social work, Dip SW and a Masters in Professional Practice including management and leadership. Jo has a particular interest in Theraplay in which she holds level 1

& 2 training, which brings an added dimension to the Team. She has level 1 & 2 Dyadic Development Psychotherapy; levels 1&2 Sensory Attachment Intervention, NPP level 1, Foundations in Attachment training, Therapeutic Life story Work, NVR and also has training in facilitating The Just Right State. Her Masters focused on developing policy and practice in the area of sibling assessment.

- Sonia Jenkins part time Team Manager joined the Service in January 2021. Sonia brings management experience in service improvement and design, Fostering, Child Protection, Care Management and adoption. Sonia Leads on Service Improvement, Performance and staff training across the team. She obtained her DipSW in 2007 and BA in Social Work in 2008. In addition, Sonia has MA in Psychotherapeutic Counselling and qualifications in Group Counselling, attachment and loss.

- Aimee Fossett, part time Advanced Practitioner, was a student social worker in the team in 2009 and joined the team on a permanent basis in 2010 having gained her Degree in Social Work at the University of Essex. She has level 1 Dyadic Development psychology; levels 1&2 Sensory Attachment Intervention, level 1 & 2 Theraplay, NPP level 1, Foundations in Attachment training, NVR and also can train in The Just Right State. (Aimee is currently on maternity leave)
- Karina O'Keefe, part time Advanced Practitioner, joined the service in October 2020. She completed her Masters in Social Work from Canterbury University in 1999. She has a Post Graduate Diploma in Systemic Practice with Families and Couples from the Institute of Family therapy. She has worked for various local authorities as Child Protection, Looked After Children and Fostering Social Worker. She has also worked as an Independent Social Worker and more recently for an Independent Fostering Agency as a Supervising Social Worker.
- Faye Khraud, (since July 2012) part time. Faye gained a BA in Social Work at the University of Essex in 2010 and worked in the Care Management Teams in Southend prior to joining the adoption team. She has level 1 Dyadic Development psychology; levels 1&2 Sensory Attachment Intervention and foundation & level 1 Just Right State and level 1 & 2 Theraplay.
- Anne Caine - holds an NNEB Nursery Nurse Examination Board (Distinction) Child Development. Higher National Diploma in Child Care and Education and a Social Work Degree in September 2007 after qualifying as a social worker she worked in First Contact Team as a front line social worker. In August 2013 she moved to the Southend Adoption Team. Anne holds level 1 Sensory Attachment Intervention and foundation & Level 1 Just Right State.
- Anna Harris, Part time - completed her BSc in Applied Psychology and Sociology at Surrey in 2007, and an MSW at Kingston University in 2012. She has undertaken training in Motivational Interviewing, Pervasive Neglect, Using the Assessment Framework, Theraplay level 1, Working with sex offenders in child protection work, and Suicide and Self harm.
- Melanie Griffiths joined the service in September 2019. She has a degree in Social Work which she obtained from the University of Essex and recently completed her AYSE year with Southend.
- Beth Andrews joined the service in March 2020 she gained her degree in social work from the Oxford Brookes University in 2017 and has previously worked in assessment and intervention as a children's social worker and also in a fostering as a supervising social worker.

The Systems in place to Monitor and Evaluate the Provision of Services

Statistical records are kept of the adoption service's activities, these are analysed to evaluate and monitor the service, to ensure children's plans are moving forward within timescales that meet their needs, and that adopters are being assessed and approved within the timescales of the National Adoption Minimum Standards.

Monitoring is undertaken to provide information on the needs of the children requiring adoption, the numbers of adopters required, and to ensure sufficient staff are available to provide an effective and efficient service.

The Government introduced an Adoption Scorecard in 2012 which set priorities for all Adoption Services. Southend uses this as an additional tool to monitor and evaluate the provision of services within the Agency.

Following approval, adopters are reviewed every year and are referred back to the adoption panel if they have not been linked within two years of approval. Statistical records are also kept of all post adoption activity.

The following systems are in place to monitor and evaluate the service given:

- Preparation courses, the value of the training, information and preparation given.
- Case work supervision and performance management of staff.
- Quality assurance of papers going to the Adoption Panel.
- Adoptive applicants attending panel are asked to provide feedback on their experiences.
- Feedback on cases presented by members of the Adoption Panel.
- Review of how members of the Adoption Panel fulfil their functions.
- Following the making of an Adoption Order, adopters are asked to complete an evaluation form so that the service they have received can be monitored, and where necessary, improved.
- Various consultation exercises undertaken into specific areas of the service
- Southend participation survey
- File audits as part of the corporate audit process

Systems for providing feedback and evaluation from the following groups are in place. These include:

- Initial information given to enquirers and the time taken to respond to Adopters' experience of introductions, placement and the information given on the child.
- Adoption Panel attendance feedback to Birth parent(s) and birth families and the service they have received.

- Where they are of an age to understand and communicate, the views of children placed for adoption.
- Inter-country adopters and the service they have received.
- Non-agency adopters, e.g. step-parents and relatives, and the service they have received. ▫ Schedule 2 / BRIC users (birth record counselling and adult adoptees) and the service they received

Services Provided

The Service is part of Adopt East Regional Adoption Alliance which went live in October 2020. The Team covers all areas of adoption including recruitment, assessment and training of prospective adopters, preparation of children for placement, counselling of adopted adults, step-parent adoptions, birth parent counselling, post adoption services and inter country adoptions.

Who receives adoption services

- Children requiring adoption
- Birth relatives
- Prospective adopters
- Approved adopters
- Children and their adoptive families who need adoption support
- Adopted adults and members of their birth families

What services are provided?

The Adoption Service provides adoptive families for Southend as part of Adopt East. The Agency offers placements with adopters who have been approved and who are provided with comprehensive support and training.

The Adoption Service offers a therapeutic service for young people through the local EWMHS, and where needed with adjoining EWMHS services, where adopters live outside the boundaries. The Family Engagement Team also undertakes therapeutic life story work with children.

Specialist education support is available through the Looked after Children's Advisory Teacher and Virtual Head Teacher, until the making of an adoption order and beyond, if the family reside in Southend.

Specialist Health support is available through the agency's Looked after Children Nurse and Consultant Paediatrician service.

Adopters are supported through the process of adoption by the allocation of an adoption Social Worker, where possible the worker who has completed their assessment with them. They visit regularly according to need, pre and post placement and have telephone contact in the intervening periods. They are responsible for advising on the linking & matching of placements, practical support and advice to adopters, acting as a key liaison person with the child's social worker and completing reports for the Court.

A post approval group meets on a monthly basis for approved adopters awaiting placement to offer ongoing training and to share profiles of children needing adoption. As Adopt East there is also access to Link Maker which supports the Family Finding process.

A Southend post adoption support group meets on a monthly basis, which looks at issues such as managing difficult behaviour, the effects of separation and loss, first aid and life story work as well as offering a Christmas Party and other social events throughout the year.

Family events take place at least twice a year enabling adopters and their children to meet and integrate with other such families within their immediate and wider networks, further seeking to normalise adoption for all and strengthening the links developed between them further.

A Theraplay parent and toddler group for adopters with pre-school placements to support the development of secure attachment. (Sparkles) and thus improve outcomes for children placed for adoption. Non Violent Resistance and Just Right State programmes are run according to demand as is 'super siblings' a group supporting other children in a family approved for adoption.

A Birth Relative support group runs on a monthly basis (although currently impacted by Covid) to support birth parents / relatives with issues regarding adoption and to support the ongoing development of their Information Exchange and challenges arising from contact. This aim is to help support and facilitate contact between adopted children and their birth parents in a meaningful way.

Any family living in the Southend area whose lives are affected by adoption are able to apply to the Southend Adoption Service and request an assessment of need. This will be undertaken by a qualified adoption social worker to identify support required and available to the family or person concerned. A Support Plan will then be drawn up and agreed by the Adoption Support Services Advisor. Southend also has close links with Adoption Plus and Barnardo's as part of Adopt East, to help advise on the most complex cases

Recruitment of adopters

Any person expressing an interest in adoption is invited to one of the local information events, held both virtually and directly on a monthly basis. Adoption information is also available on the Southend Borough Council website. The team also have an active Facebook page which gives information and activity news.

Key Aims of the Recruitment Strategy;

- Recruit a variety of adopters to meet the ever-changing needs of children in Southend and across the region requiring placements.
- Attract adopters from black and ethnic minority communities, those interested in taking older children, those with disabilities and larger sibling groups.
- Increase stability of adoptive placements through appropriate support packages
- To provide a choice of placements to match the needs of children and young people thereby decreasing the possibility of disruption
- Make adoptive families available through Link Maker in a timely manner.
-

Prospective applicants are encouraged to attend one of the monthly information sharing events run by Southend. Following this, applicants are encouraged to explore their interest in adoption further and to inform us if they wish to proceed with Southend. A Registration of Interest Form is sent to the applicants to begin their adoption process. Once received, they will be notified within 5 working days as to whether Southend will proceed with their application and statutory checks are then started. The applicants then enter stage 1 of the process which is completed within 2 months. Southend allocate an agency advisor to support the family through stage

At the end of stage 1 there will be a formal interview after which applicants will be invited to formally apply and a written agreement completed. At this point applicants begin stage 2 of the process. A decision re the suitability to adopt must be made by the Agency within 4 months of the acceptance of the formal application – 6 months in exceptional circumstances. If the preceding processes follow each other without a gap, it will be the aim to complete the whole process within eight months from start to finish. This process is adopter led and applicants can go on hold for up to a 6 month period.

Prior to the “preferred option decision”, a worker is allocated from the Adoption Team to link up with the social worker and begin family finding and hopefully direct work with the birth family. This support they can continue for as long as it is required and certainly until the making of the adoption order.

Once a child has been referred for adoption, a child’s permanence report and adoption placement report are prepared. During this work it is ensured that:

- Children are carefully listened to where they are old enough.
- Children’s views about their situation who they live with in the future and who they continue to have contact with are recorded and actively taken into account at each stage.
- Children should receive support services that meet their assessed needs
- Children should receive proper preparation for placement and support after placement. (For more information see Adoption Agency Policy Statement)

Birth families views about placements are sought and taken into account. Every effort is made to find a placement, which meets the child’s emotional and developmental needs. This considers their trauma history, ethnicity, religion, language, culture, gender and disability. However, no child should be unduly delayed identifying an ideal match. Placements that cannot match all identified needs, but are sympathetic and committed to them, should be explored. The child is provided with a full and realistic family history and helped to maintain their heritage.

A letter for later life is prepared and includes information about the child’s birth and early life, and provides up to-date information about themselves and their situation. The child’s social worker writes this letter to be read by young adopted people when they reach their teenage years. Social workers, foster carers and others staff work to prepare children for adoptive placement. Work is undertaken with children in regard to their wishes and feelings about adoption and the kind of family they would ideally like to live with. When a family has been matched, children are given appropriate information about their new family in a format they can understand. This often includes welcome books including photos and films, prepared by the prospective adopters

Prospective Adopters

Adoptive applicants from all sections of the community: married people; couples living together, single people, same sex partnerships and members of the diverse ethnic, cultural and religious groups, are sought in order to meet the diverse needs of children in this area. People who are interested in becoming adoptive parents will be welcomed without prejudice, responded to promptly and given clear information about recruitment, assessment and approval. They will be treated fairly throughout the adoption process. (For procedures, criteria and more detailed information see; Adoption Agency Policy and Information for Adopters leaflet)

Adopters will need to show that they can:

- Learn from their experiences
- Cope with stress
- Meet the ethnic, cultural, health and educational needs of the child needing adoption
- Offer consistency of care
- Work with children's social workers and other agencies to secure necessary services for the child
- Build and sustain close, intimate and reciprocal relationships
- Understand other people's points of view and their feelings
- Be in touch with sad and angry feelings
- Resolve past wrongs or losses
- Build secure attachments and share difficulties

At all stages of referral people are informed about a wide range of people who can adopt. These include:

- Families from all types of backgrounds
- Couples with or without children
- Couples who are married or not;
- from the LGBTQ community
- Single people
- People from all ethnicities
- People with disabilities
- People who are not 'perfect'
- People who have had problems in the past
- People who rent their houses
- Some overweight and older people and smokers (subject to medical advice)
- People whose infertility treatment has ended.

Further explanation is available for each bullet points. For instance, when discussing weight, smoking and age this is qualified by explaining that adopters need to have the likelihood of maintaining the health and vigour needed to meet the many and varied demands of children throughout their childhood and into adulthood. Adopters are clearly told that if they smoke they are unable to adopt a child under the age of 5 years. They are also told that they are not deemed to be a non-smoker until they have given up for a period of twelve months.

Further information is given about the qualities needed to adopt, which are:

- The ability to see and accept the child as he or she is, not how you would like them to be
- Acceptance, commitment, flexibility, stickability, sensitivity and openness.
- The ability to cope with a bit of a mess and disruption
- Ability to ask for and accept help
- A sense of humour.

The information for the assessment is brought together in a format known as the PAR (Prospective Adopters Report). An adoption social worker visits applicants in their own home. They are seen together and separately if there is more than one applicant. Applicants are invited to make their own written as well as verbal contributions to their assessment. Work with the adopters own children is also undertaken if appropriate. Other members of the household are also interviewed. Significant relatives and referees are seen at this stage, also ex-partners. The assessing social worker will analyse the information and make a recommendation about the suitability of the applicants to be adopters. Applicants see the

completed Prospective Adopters Report (PAR) and are asked to sign to say that they agree its contents. Prospective adopters are invited to attend the adoption panel where their application is considered.

Post approval

The Agency will review approved adopters every twelve months whilst on the register and continue to provide advice, support and counselling. After two years the assessment will be updated and represented to panel. Every effort will be made to match the applicants with a suitable child or children. Applicants should be clear however that our priority is to find appropriate families for children.

Approved adopters will be added to Adoption Link to support the family finding process.

Prospective adopters receive preparation for a child being placed when they attend the preparation course, during their assessment and in the transition planning. When a link with a particular child or children has been agreed at the linking meeting, the adoption social worker and child's social worker will tell the prospective adopter about the child and give some written information too. If the prospective adopters wish to proceed, they will receive further detailed information including the child's permanence report. The family finding social worker and child's social worker will visit them and they will have the opportunity to meet the child's foster carer.

All prospective adoptive parents have the opportunity to have a consultation with the medical advisor prior to the matching adoption panel. Where the child's case has been considered by court, leave of the court will be sought to disclose specialist written reports about the child that may help adopters to make informed decisions.

The agency is committed to developing a comprehensive range of services aimed to support adoptees, both as children and adults, prospective adopters and adopters in the periods before placement, after placement and post adoption. An Adoption Placement Report is prepared prior to the full adoption panel to make clear what support will be offered to the child and their new family. This will include services such as financial support, payment of legal expenses where agreed; referral to specialist local services; information exchange and ongoing support and training.

Following approval of the match at the full adoption panel, an adoption placement planning meeting will be called. The Adoption Service / Team Manager or Advanced practitioner will chair this. The meeting includes the adopters, their social worker, the child's social worker, foster carer and the foster carers supervising social worker. The purpose of the meeting is to ensure that the adopters have all the relevant information available about the child. We provide the prospective adopters with a copy of the child's permanence report, matching report and adoption support plan. A transition plan is devised in consultation with the adopters.

After the child is placed with the adopters, the child's social worker and the adopter's social worker continue to support the placement. Where more in-depth work is needed, the child and prospective adopters can be referred to services both in house and by other agencies as part of the adoption support plan. Reviews are chaired by an Independent Reviewing Officer until an adoption order is made. The review first considers the child's progress and then the adoption support plan and whether changes need to be made to it. Adopters are informed that they can make contact with the agency at any time in the future if they wish the adoption support plan to be reviewed

Financial and other support arrangements

For placements arranged through Southend Adoption Agency, the Agency is able to pay introductory expenses and will meet costs of legal expenses where the adoption is contested or particularly complex.

At the point of matching, all children must have an adoption support plan, which highlights any financial implications. Adopters are provided with a leaflet setting out what benefits they may be entitled to. When all possible benefits have been claimed, and if there is still a financial need, the Agency assesses

whether it should assist. The adoption support plan must be agreed by the Adoption Services Support Adviser (the Service Manager or Head of Service) and with the adoptive family before being presented to the Adoption Panel.

Subsequently, the child and adopters circumstances will need to be reassessed before any help is offered. Where there is a specific need for financial help related to the placement for adoption and subject to means testing (which is required by government regulations). Southend will consider assisting adopters before and after the child is adopted. This support is available to any adopter living in the Southend area, whether the child has been placed by Southend or not.

Unless the circumstances are exceptional, most financial help given will be in the form of a one off rather than regular payments. One exception is where existing foster carers are adopting, where Southend Borough Council may agree to regular payments for a period of up to two years.

Where a need for therapeutic support is identified an Application to the Adoption Support Fund may be completed.

Making, reviewing and amendment contact and family time arrangements

Southend Adoption Agency recognises the importance of children and young people having suitable family time with their birth families and other significant people. Such contact is entirely governed by the best interests of the children.

Contact can vary from the annual exchange of written information to face-to-face contact with members of the birth family at intervals appropriate for the child. The Agency Decision Maker will review contact plans at the Preferred Option Stage and later as part of the matching process.

The agency operates an Information Exchange scheme for the exchange of information between adoptive families and birth families. Birth families are also supported in arrangements for the Information Exchange and direct face-to-face contact with the child by adoption support social workers. There are usually mutual benefits from holding at least one meeting between the child's birth parent and the adoptive parents around the time of introductions, although where appropriate these can take place at a later time. Other significant birth relatives may also be involved.

After placement, contact arrangements continue to be revisited at each review, but not after an adoption order is made. If there are any issues that arise later, these are addressed through the adoption support social workers.

A birth parent drop-in is run on a monthly basis to offer birth parents support and advice in all matters relating to adoption, but in particular to support with contact arrangements. The Adoption Agency recognises that the contact requirements in each individual case, vary and need to remain flexible in order to meet a child's ever changing needs, therefore when approached Southend Adoption Service seek to review any request, ultimately the child's new parents will make decisions according to what they feel is in their child's best interests. When adoptees approach adulthood they are written too to advise them of the support available to manage their own contact plans

What happens if placements break down

Very few placements for children do disrupt. However, where there is a disruption the Agency convenes a disruption meeting in order to try to understand the factors, which led to the breakdown of the placement. This helps in planning future placements. These meetings are chaired by an Independent Chairperson. A summary of the conclusions of this meeting are considered by the management team, and with the Adoption Panel to inform future practice.

Birth Families

Birth parents and birth families are entitled to services that recognise the lifelong implications of adoption. Birth parents will be informed and consulted at the earliest stage when the agency has decided parallel plans which include adoption. They will have the opportunity to give their account of events and to see and comment on what is written about them in reports for the Adoption Panel and in information passed to adopters. Birth Parents will be offered a worker from the Adoption Team to advise and support them throughout the adoption process. If requested, this service can be provided by another local authority or purchased independently.

The Agency will provide a service for birth parents that wish to relinquish their child for adoption, usually babies. When the agency is approached before the child's anticipated birth, as much preliminary work as possible will be undertaken with the birth parents before the child is born, to ensure that the decision to place for adoption is based on the fullest possible consideration of all the alternatives available. All birth parents will be encouraged to provide information and contribute to their child's life storybook and letter for later life. The life storybook provides a simple and age appropriate explanation of what has happened to the child up until they join their adopted family. It includes pictures of important people and places in the child's life so far, mementoes and other information relevant to the child. The child's social worker usually does this work with help and advice from the adoption worker. (For more information see Adoption Agency Policy Statement) A Birth Parent drop-in runs on a monthly basis to support Birth Parents with any issue relating to adoption and especially to support in the provision of letterbox contact.

Step-parent adoption

The Service also provides advice, information, and counselling for those who are seeking to secure the adoption of their partner's children. The same service will be provided for adoption by relatives.

Enquirers are sent written information about non-agency adoption within 2 working days. If having read the information provided, families wish to proceed, they are asked to apply in writing. Applicants are asked to complete the forms for statutory checks in line with agency adopters.

The adoption team will provide a detailed report for the court having considered all alternatives to adoption with the applicants.

The Agency has a duty to only recommend adoption where it is in the best interests of the child for an order to be made. In order to assess whether adoption is in the best interests of the child, it is necessary to seek the child's own views and the views of the birth parent who is not making the application. Similarly, the views of wider family members will be taken into consideration where appropriate. (For more information see Adoption Agency policy Statement)

Services for adopted adults

The Service offers counselling and acts as an intermediary with the birth family where adoptees over the age of 18 years contact the Adoption Service seeking information or seeking contact with their birth family. This includes those seeking access to their adoption records, referred to the team by the General Register Office. This service is available to adopted adults living in this area even when the adoptions were arranged through other Adoption agencies. (For more information see Adoption Agency policy Statement)

Where adoptees are under the age of 18 and are seeking further information and possible contact with the birth family, the agency will offer counselling and act as an intermediary, taking into account the views of the adoptive family. Support is offered to all young adult adoptees as they reach 18 regarding on-going information exchange and where appropriate the tracing of birth records and/or their birth parents.

Birth family initiated contact

Requests from adult birth family members for help seeking information or making contact with adult adoptees, placed by the Agency, will be facilitated by the team, who will act as an intermediary, approaching the adult adoptee, where their whereabouts can be found. Recognising the potential impact that this work may have upon the adopted person, their separated sibling and other involved people; the work will be guided by the following general principles:

- The welfare, safety, needs, current circumstances and wishes of the adopted adult and others involved will inform any work undertaken.
- The role of the Service will be to assist the individual to understand and accept the situation they are in and the choices open to them, not to advocate on their behalf. (For more information see Adoption Agency Policy Statement)

Applications for approval as an Inter-country Adopter

The Service believes that with inter-country adoptions, as with all other adoptions, the child's needs are paramount. The service will provide initial written information and counselling to applicants seeking to adopt a child from another country and offer advice on how further specific information regarding the legal and good practice arrangements for adoption in a particular country might be obtained. The team will apply the same standards as for domestic adoptions. (For further information see Adoption Agency Policy Statement)

Equal Opportunities

The Adoption Team is committed to working in an anti-discriminatory way, incorporating the Authorities Equal Opportunities Policy in all its work. Ensuring services to children meet their individual needs such as racial and cultural identity, religious and linguistic needs, disability, gender and sexuality. The service endeavours to make a positive commitment to address these needs and promote respect and celebrate difference.

Child Protection

The Service complies with the SET procedures and Southend Safeguarding Children Partnership policy in all areas of child protection and provides adequate training to its staff and adopters to ensure that children are safeguarded and protected at all times.

Adoption Panel

Southend Adoption Panel is compliant with The Adoption Agency Regulations 2005 (amend 2011 & 2013) and relevant guidance.

Terms of reference for this panel and panel membership are available within the Southend Adoption Agency Policies.

The panel consists of people with a wide range of experience and diverse backgrounds and operates at sufficient frequency to avoid delay in considering children for adoption, approval of adopters and matching. The Adoption panel is set up in accordance with government regulations.

The panel is there to make recommendations to the agency on three main issues

- Whether to approve people as suitable adopters
- Whether to dual approve for Early Permanence

- Whether a match for a child with a particular adopter is right for them

They also comment on –

- Adoption Support Plans
- Contact arrangements
- Issues of concern, which they feel the Agency needs to put right
- Quality assurance matters

The Agency Decision Maker will then consider the panel's recommendations before making a decision. Whether a child should be placed for adoption is now the decision of the Decision Maker and is no longer presented to the full adoption panel apart from where a child is relinquished.

Panel Arrangements

Southend has one Adoption Panel which usually meets monthly.

The panel has been reconstituted under the Adoption Agencies Regulations 2005 – amended 2011 & 2013. There is a central list of panel members who perform the functions of the adoption panel.

The panel ensures an independent chairperson. Southend appointed Panel Chair (Neil Woodbridge) in April 2020, and we have an independent Vice-Chair who will stand in as required.

The main decision maker is Alex Kubeyinje, Interim Director of Children's Social work, Early Help and Youth Support. He has overall responsibility for services for looked after children and is Decision Maker in cases presented for Preferred Option. There is a deputy Agency Decision Maker, Ruth Baker, Head of Quality, Practice & Principal Social Worker.

Involving people in Agency Decisions

Applicants to be approved as adopters are always invited to attend the panel where their approval is being considered and subsequently when they are matched with a child. The panel always gives reasons for their recommendations. These reasons are recorded in the panel minutes.

When applicants attend panel they are informed of the recommendation immediately in most cases, otherwise within 24 hours. Decisions are made within 7 days of the Decision Maker receiving the relevant minutes.

Individual decisions are made about when and how to tell children about agency decisions that adoption is right for them. The child's age, maturity and understanding and what they are likely to understand is taken into account.

If the decision maker is minded not to approve an adoptive applicant or not to continue with their assessment, he will write to them setting out the reasons and giving them the chance within 40 days to ask for the decision to be reviewed by the Independent Review Mechanism.

Placements with other Adoption Agencies

As a Regional Adoption Alliance Adopt East approve adopters as a resource to the region. When children's needs cannot be met within Adopt East, they will be placed with adopters approved by other

adoption agencies. Similarly, adopters approved within Adopt East who do not match the needs of the local children are assisted to have a child placed with them from elsewhere.

A Summary of the Complaints Procedure

Established in Accordance with Section 26(3) of the Children Act 1989(A) and the Complaints Procedure Directions 1990 (B) Complaints about adoption fall into two categories as follows:

Where the complaint is related to the service received, this is dealt with in accordance with Section 26 of the Children Act 1989, and the procedures on complaints for the Southend Borough Council's Department for Public Health and Children. A service user or somebody acting on their behalf can make a complaint by contacting:

Customer Services Manager
Department for Public Health and Children
PO Box 6,
Civic Centre
Victoria Avenue Southend – on – Sea
Essex SS2 6ER

Where the complaint relates to the fact that the Agency Decision Maker decides not to approve the applicant, then the applicant will have the opportunity to have their case reviewed by the adoption service or be referred to the Independent Review Mechanism. The Independent Reviewing Mechanism is organised by the British Association of Adoption and Fostering.

The Independent Review Mechanism (IRM) is a review process, conducted by a panel, which prospective adopters can use when they have been informed that the Adoption Agency does not consider them suitable and does not propose to approve them as adoptive parents (or has withdrawn the approval). More information on the IRM can be obtained from: Contract Manager, Independent Review Mechanism (IRM) Unit 4, Pavilion Business Park, Royds Hall Road, Wortley, LEEDS LS12 6AJ
Telephone: 0845 450 3956 Fax: 0845 450 3957 Email: irm@baaf.org.uk

Contact Addresses and Telephone Numbers

The Southend – on – Sea Borough Council Adoption Agency is registered with:

OFSTED
Piccadilly
Gate Store Street
Manchester M1 2WD
08456 404045
Enquiries@ofsted.gov.uk

Southend Adoption and Fostering,
Floor 7,
Civic Centre,
Victoria Avenue,
Southend on Sea,
Essex
01702 212004

[Facebook.com/SouthendAdoptionAgency](https://www.facebook.com/SouthendAdoptionAgency)
[Twitter@southendbc](https://twitter.com/southendbc)
[Flickr.com/southendbc](https://www.flickr.com/photos/southendbc/)
[Instagram.com/southendbc](https://www.instagram.com/southendbc)

The System for Reviewing the Statement of Purpose

The Statement of Purpose will be reviewed annually and presented to Southend Borough Council's Cabinet for approval. For a copy of this document in any other format / language, or to order more copies, please call 01702 212004

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Executive Director Finance & Resources

To

Cabinet

on

13th January 2021

Report prepared by: Richard Campbell
Council Tax Manager

Debt Management - Position to 30th November 2021

Policy and Resources Scrutiny Committee
Cabinet Member: Councillor Ian Gilbert

A Part 1 Public Agenda Item

1. Purpose of Report

1.1 The purpose of this report is to apprise Cabinet of the following:

- The current position of outstanding debt to the Council, on 30th November 2021.
- Debts that have been written off, or are recommended for write off, in the current financial year on 30th November 2021;
- Obtain approval for the write-off of irrecoverable debts that are over £25,000.

2. Recommendation

That Cabinet:-

- 2.1 Notes the current outstanding debt position on 30th November 2021 and the position of debts written off to 30th November 2021 as set out in **Appendices A & B**.
- 2.2 Requesting the approval of two write offs for debts that exceed £25,000, as shown in **Appendix B**.

3. Background

- 3.1 It was agreed by Cabinet on 19th March 2013 that the S151 Officer would submit regular reports to Cabinet on all aspects of the Council's outstanding debt, along with the required write off position. This is the first report for the financial year 2021/22.

- 3.2 Southend-on-Sea Borough Council is made up of several service areas responsible for the collection and administration of outstanding debt. The main areas are Accounts Receivable and Revenues which are linked to the billing and collection of the vast majority of debts that fall due to be paid to the Council for chargeable services, such as social care (see Section 4.5) and statutory levies such as Council tax and Non-Domestic Rates (Business Rates).

There are also other areas of debt that are included in this report, namely recovery of Housing Benefit Overpayments, Parking and Enforcement penalties and library fines. In addition, there are also debts for the Housing Revenue Account for rent arrears and service charges.

- 3.3 The process and legislative framework for the collection and write off of debt was detailed in the report to Cabinet on 17th September 2013. It is worth highlighting that the Council has a good success rate in collection of debt. The collection targets are agreed annually as part of the Councils service and financial planning process.
- 3.4 Debts are only considered for write off where all other courses of recovery available have been undertaken or explored and the debt is considered irrecoverable.

4. Councils Debt Types

4.1 Council Tax

£106.7m of Council Tax is due to be collected in 2021/22, with a collection target of 97.5%. On the 30th of November 2021 the Council has collected £74.5m (69.9%), this reflects a 0.1% decrease in the collection target profile. The Council continue to work towards the end of year collection profile and have confidence that the end of year collection target will be achieved this year as we continue with the recovery from the Covid pandemic.

Collection also continues for the outstanding arrears for that year and for previous years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been written off.

	Council Tax Performance	
	On 31st March of relevant year	On 30 th November 2021
1st April 2017 - 31st March 2018	97.5%	99.4%
1st April 2018 - 31st March 2019	97.5%	99.0%
1st April 2019 - 31st March 2020	97.5%	98.6%
1st April 2020 - 31st March 2021	96.7%	98.0%

4.2 Non Domestic Rates (Business Rates)

£33.2m of Non-Domestic Rates is due to be collected in 2021/22, with a collection target of 98.3%. On 30th of November 2021 the Council has collected £22m (66.5%), this reflects a 4.3% decrease in the collection target profile, this is largely due to a change in the regulations from 1st July 2021 which has seen £11m of the total debt for the year raised within the last six months. The Council continue to work towards the end of year collection profile and have every confidence of reaching the desired end of year collection target.

Collection is continuing for outstanding arrears for previous financial years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been already written off.

	Non-Domestic Rates Performance	
	On 31st March of relevant year	On 30 th November 2021
1st April 2017 - 31st March 2018	98.0%	99.9%
1st April 2018 - 31st March 2019	98.6%	99.8%
1st April 2019 - 31st March 2020	98.3%	99.5%
1st April 2020 - 31st March 2021	90.6%	99.6%

4.3 Housing Benefit Overpayment

This is any entitlement to a rent allowance or rent rebate that a person has received but is not entitled to. Most commonly this accumulates when there is a change to a person's circumstance, and they fail to notify us in good time. The overpayment will be invoiced unless they are in receipt of Housing Benefit in which case their benefit entitlement is reduced to enable recovery of the overpayment. The vast majority of Housing Benefit overpayment is due to claimant error.

4.4 Libraries

Library debt is made up of overdue fines and replacing lost or non-returned books.

4.5 Adult Services

Adult Services make charges for the following services:

- Contributions to residential accommodation
- Charges for non-residential services i.e. Home Care, Community Support, Day Services and transport to services
- Charges to other local authorities
- Charges to National Health Service

The total Adult Social Care debt on 30th November 2021 was £4,521,818

It should be noted that of the total amount outstanding:

£2,200,366 is debt deferred against property:

£421,436 is under 30 days old.

4.6 **Parking**

The recovery of unpaid Penalty Charge Notices is undertaken by a semi-judicial process under the current Traffic Management Act 2004.

From 1st August 2021 to 30th November 2021 a total of 22,372 Penalty Charge Notices (PCNs) have been issued identifying a projected income of £678,905. It should be noted that PCNs are issued at a higher rate and lower rate (£70.00 and £50.00 respectively) depending on the seriousness of the parking contravention. PCNs may be paid at a discounted rate of 50% of the charge if paid within 14 days of the date of issue.

This value is continuously being amended as payments are received and it should be recognised that payments made at the 50% discount amount will reduce the projected income level. Historically, 75% of paid PCN's are paid at the discounted payment.

The value of cancelled notices for 2021/22 is £92,129 and cases written off where no vehicle owner has been identified totals £1,725.

4.7 **Miscellaneous Income**

This will include a range of services that the Council will charge for including such areas as rental income on commercial properties, recharges to other bodies for services we have provided, and recovering overpaid salaries from staff that have left.

It is important to note that collection can vary month by month depending on the value of invoices raised as a reasonable period needs to be allowed for payment to be made.

4.8 **Housing**

Under the management of South Essex Homes there are the arrears of outstanding debt of Rent and Service Charges. The cost of any write-offs for this category of debt is specifically charged to the Housing Revenue Account and not to Council Taxpayers.

5. Write-Off Levels

Write off approval levels currently in place are shown in the tables below, which are in accordance with the Financial Procedure rules set out in the Constitution and the latest corporate debt recovery policy.

Debt Type: Accounts Receivable/Adult Services/ Housing and Council Tax Benefit

Designation	Amount
Team leader	Up to £5,000
Manager	Up to £10,000
Executive Director (Finance & Resources)	Between £10,000 and £25,000
Cabinet	£25,000 and above

Debt Type: NNDR (Non-Domestic Rates) and Council Tax

Designation	Amount
Senior Officer	Up to £2,000
Team Leader	Up to £5,000
Manager	Up to £10,000
Executive Director (Finance & Resources)	Between £10,000 and £25,000
Cabinet	£25,000 and above

Debt Type: Parking

Designation	Amount
Team Leader	Up to £5,000
Head of Parking	Up to £10,000
Jointly - Head of Parking and Executive Director (Finance & Resources)	Between £10,000 and £25,000
Cabinet	£25,000 and above

Debt Type: Housing Rents and Service Charges

South Essex Homes, as managing agent, submit proposed write-offs to the Council, following which the following approval levels are exercised.

Designation	Amount
Head of Service	Under £25,000
Cabinet	£25,000 and above

6. Council Debt Position (on 30th November 2021)

- 6.1 **Appendices A and B** show the current debt position within each service area, and the amount that has been written off in the current financial year 2021/22.
- 6.2 For Council Tax and Non-Domestic rates there is a net collectable debt at the beginning of the year. Although this can change depending on changes to liability or property being removed or introduced to the lists, it tends to be

reasonably consistent. Other service areas may see greater fluctuations as new debts are created during the financial year.

- 6.3 The Council's debt position across all services on 30th November 2021 was £68million in comparison to the position on 30th November 2020 of £64.3million. This shows an increase of £3.7million, circa 5.9% for the same period in the last financial year.
- 6.4 The largest fluctuation in the debt position is that of Business Rates, which has seen a rise in the debt due to be collected in the sum of £12million, a rise from £21million on 30th November 2020 to £33.2million on 30th November 2021. This is due to a change in the legislation from 1st July 2021 with retail businesses receiving a 66% reduction via way of relief. Prior to this as a response to the Covid-19 pandemic these same businesses had been able to claim 100% relief from 1st April 2020 until 30th June 2021
- 6.5 Council Tax also have a large increase in overall debt outstanding with an additional £1.8million outstanding in comparison to the previous financial year. In respect of the current financial year a total of £32.1m remains outstanding on 30th November 2021 in comparison to the £31.7million that was outstanding on 30th November 2020. Owing to Covid-19 though, the arrears for Council Tax (debt outside of this financial year) has risen from £5.7million on 30th November 2020 to £7.1million on 30th November 2021; something as a direct result of the pandemic and reduced collection from the previous financial year
- 6.6 No library fines were issued during the entirety of the previous financial year, and this has continued in this financial year.
- 6.7 The Council continue to instigate Court action for non-payment of debts, where legislation permits, having returned to recovery action in July 2021, and so far, this has proved successful, with an increase in debt collected so far this year. The Council do continue to adopt a more lenient stance than prior to Covid when assessing those which have defaulted to prevent unnecessarily taking action against individuals or businesses.

7 Covid-19 Pandemic

The Council has quite rightly prioritised support for local residents, tenants and businesses by not issuing any recovery documentation, no enforcement action by agents and no summons were issued during the previous financial year. After review however the Council have returned to instigating Court action for non-payment of debts, where legislation permits, from July 2021. Additionally, cases are now being issued to Enforcement Agents for collection where payment cannot be induced from the debtor.

At the time of writing this report the world was trying to get to grips with understanding the potential impact and severity of a new Covid-19 mutant strain – Omicron. Central Government has recently announced additional targeted support for eligible businesses. Along with almost every aspect of our normal daily lives – the pandemic continues to have a major impact on the Council's financial planning.

8. Other Options

This is a report notifying members of the current position of the Council's debt and related write offs, and therefore there are no other options.

9. Reasons for Recommendations

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

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

10. Corporate Implications

10.1 Contribution to the Southend 2050 Road Map

Efficient write off of bad and irrecoverable debts, where appropriate, is good financial practice and reduces the bad debt provision and financial impact in the Authority's accounts and helps towards financial self-sustainability of the organisation.

10.2 Financial Implications

Debts that are written off will have been provided for within the Councils bad debt provision and as such there should be no specific financial implications. However it is possible that unforeseen and unplanned additional write offs occur, which could lead to the value of debts written off in any year exceeding the bad debt provision.

Where this is likely to happen, this report will act as an early warning system and will enable additional control measures to be agreed and undertaken to either bring the situation back under control, or to make appropriate adjustments to the bad debt provision.

Relevant service areas are aware that they have to bear the cost of any debts that are written off within their budget.

10.3 Legal Implications

If there are debts to be written off that exceed the level at which officers have delegated powers to deal with the matter, authorisation is required from Cabinet.

10.4 People Implications

The people implications have been considered and there are none relevant to this report.

10.5 **Property Implications**

The property implications have been considered and there are none relevant to this report.

10.6 **Consultation**

Consultation is not required for write off of debt.

10.7 **Equalities and Diversity Implications**

Debt Collection is managed through a Corporate Debt Management Policy and is based on an approach of “Can’t Pay Won’t Pay”. Each write-off is considered on an individual basis through a standard consistent approach.

10.8 **Risk Assessment**

There is a financial implication to the bad debt provision if write offs are not dealt with within the current financial year.

10.9 **Value for Money**

It is a matter of good financial practice and good debt management to regularly report on the value of debt outstanding, collected and written off.

10.10 **Community Safety Implications**

There are no Community Safety Implications.

10.11 **Environmental Impact**

There is no environmental impact.

10.12 **Background Papers**

Full details of recovery action against each recommended write-off are held within the services computer systems.

11. **Appendices**

Appendix A Summary of outstanding debt

Appendix B Summary of Write offs

Summary of Outstanding Debt**Outstanding Debt pre 1st April 2021 (arrears)**

Debt pre 1/4/2021	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Adult Services	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Net Collectable Debt	9,087	4,007	4,813	6,507	12,615	249	788	n/a	n/a	357
Amount Paid @ 30.11.2021	1,927	2,095	1,984	3,068	10,237	47	65	573	n/a	140
Number of Accounts	16,831	526	1,105	1,925	1,402	111	n/a	n/a	n/a	229
Total Outstanding	7,160	1,912	2,793	3,439	2,378	202	723	n/a	n/a	217

Current Year Debt (Debt raised in respect of 2021/22)

Debt post 1/4/2021	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Adult Services	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Net Collectable Debt at 30.11.2021	106,701	33,328	655	9,212	24,577	1,395	340	0	22,302	215
Amount Paid @30.11.2021	74,549	22,089	1,984	7,808	22,239	1,165	21	5	22,124	24
Number of Accounts	72,101	2,097	638	1,493	849	661	n/a	0	1621	141
Total Outstanding	32,152	11,239	655	1,404	2,338	230	319	0	709	190

Total Debt	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Adult Services	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Net Collectable Debt at 31.03.2021	115,788	37,335	5,468	15,719	37,192	1,644	1,128	0	22,302	572
Total Amount Paid @31.03.2021	76,476	24,184	3,968	10,876	32,476	1,212	86	578	22,124	164
Total Number of Accounts	88,932	2,623	1,743	3,481	2,251	772	0	0	1,621	370
Total Debt Outstanding	39,312	13,151	3,448	4,843	4,716	432	1,042	0	709	407

NOTES

- (a) Council Tax and Business Rates includes adjustments for write offs, credits and outstanding court costs.
- (b) HB Overpayment is not attributable to a financial year in the same way that Council Tax or NDR are i.e. a yearly debit is not raised. It is also not feasible to state when a payment is made which age of debt it has been paid against. For these reasons the outstanding amounts in the report reflect the actual outstanding debt at the date requested, it does not reflect the outstanding debt against current year and previous year debts.
- (c) Parking total outstanding is net of PCNs cancelled and written off.
- (d) The figure of £564k relates to total payments received since January 2005 until 31/03/2020.
- (e) HRA tenancy debts (residential rent accounts) are rolling amounts, with no breaks in years or rollovers. Any cash received is applied to the oldest rent week outstanding. The figures shown are total arrears outstanding, and therefore include arrears still outstanding from prior years.

Summary of Write Off's

Debts written off in 2021/22

Period 1 April 2021 – 30 November 2021 relating to any year

Write Offs	Council Tax £	Business Rates £	Housing Benefit Overpayment £	Adult Services £	Miscellaneous Income £	HRA (Care Line/Service Charges) £	Parking £	Libraries £	HRA Tenants £
Under £5k	123,807.20	30,958.40	84,134	51,759.53	72,118.60	561.12	210,435	5,092	119,269.20
£5k-£25k	0.00	116,361.85	64,923	53,054.16	27,032.00	0	0.00	0.00	6,547.77
Over £25k	0.00	172,768.70	0	0	0	0	0.00	0.00	
Total	123,807.20	320,088.95	149,057	104,813.69	99,150.60	561.12	210,435	5,092	125,816.97

No Write off's greater than £25,000 are required for this period.

Amount to write off		Service Area
£29,107.59	<p><u>Victoria Shoes Limited</u></p> <p>Non-Domestic Rates debt to be written off as company was dissolved on 14th September 2021.</p> <p>Debt relates to the period 1st April 2019 until 21st October 2021 which covers three financial years.</p> <p>For the 2019 financial year a debt of £7,581.30 remains due. The Council have made attempts to collect this debt, and a summons was issued for non-payment with a liability order obtained on 11th July 2019 for £14,625.00.</p> <p>following the commencement of the COVID pandemic in March 2020 the debt was placed on hold with the enforcement agent</p> <p>The debt has been passed to an enforcement agent for collection and some payment has been received, although following the commencement of the COVID pandemic in March 2020 the debt was placed on hold with no action being taken.</p>	Business Rates

	<p>With the company ceasing trading in March 2019, limited action is available to the authority following the return to action in July 2021 and shortly after the company has been dissolved rendering the debt uncollectable.</p> <p>Debts remain for the account for the 2020 financial year in the sum of £13,800.00 and £7,726.29 in the current financial year.</p> <p>The account for the company has ceased effective from 21st October 2021 despite the company being dissolved earlier as this is the date the treasury solicitor has disclaimed the lease back to the landlord.</p>	<p>Business Rates</p>
<p>£32,742.90</p>	<p><u>Homemade Surrey Ltd</u></p> <p>Company made liable following a licence provided by the landlord of the property confirming occupation if the premises by the company effective from 10th October 2019.</p> <p>Correspondence has been issued to the registered office of the company, and following the return of this confirming that the company have no connection to the property, the case has been investigated by the fraud team here in Southend who have exhausted all avenues of enquiry without success and therefore no update to the account could be made.</p> <p>The Council obtained a liability order on 6th March 2020 for the debt, but prior to commencing enforcement action against the company for non-payment, the Council opted to hold all recovery action during the period of the Covid pandemic from March 2020 through until July 2021.</p> <p>At the time of action re-commencing, we had been notified of the company vacating the property in September 2020 therefore no immediate action, such as enforcement action could be taken in respect of the account, as there was no active trading address to visit.</p> <p>The company had entered into the process of being dissolved at this stage in any event with the official notice confirming dissolution on 24th August 2021 rendering the debt uncollectable.</p> <p>The total debt outstanding being £32,742.90 with a yearly breakdown as follows: 10th October 2019 to 31st March 2020 - £18,182.46 1st April 2020 – 23rd September 2020 - £14,560.44</p>	

Non-Domestic Rates debt to be written off as company was dissolved on 4th February 2020. Debt relates to the period 1st September 2018 until 30th April 2019 which is the financial years 2018/19 and 2019/20.

Following investigation and on receipt of significant information an account was created, and a demand was issued for Non-Domestic Rates on 25th September 2018 for the balance of £34,253.00.

A NNDR reminder notice was served on 21st December 2018 for the instalment of £12,695.68. As no monies were received a summons was served on 28th January 2019 and a liability obtained on 20th February 2019. This added costs of £95.00 costs to the account. On the 21st January 2019, we were informed that the property was being emptied of stock but as we did not have a liability order we were unable to take control of goods. An exemption was awarded, and the account closed.

The landlords disputed the end date of the account and supplied information showing James Fashion Limited had a legal responsibility for the property until 30th April 2019. The account was subsequently amended, and a demand was issued on the 23rd January 2020 for the balance of £2,070.83.

Since this date we have on several occasions tried to establish a valid alternative address so we could commence further recovery action. This was to no avail.

The company was then dissolved on 4th February 2020 with no assets to collect the debt.

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CABINET

Thursday, 13th January 2022

COUNCIL PROCEDURE RULE 46

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Cabinet Member(s):-

1. The Director for Regeneration and Growth authorised:

1.1 European Social Fund (ESF) South Essex Construction Training Academy (SECTA) for 18-25s

The Council to enter into agreements with the Managing Authority for delivery of SECTA 18-25s that will help realise 2050 ambitions and the signing of the relevant agreements in line with the scheme of delegation.

The total project cost is £432k (£216k from ESF, match funded by existing resource). Delivery will begin on 1st January 2022 and will end on 30th Sept 2023, although reports on outcomes and financial claims will be made until February 2024. The targets for the project are:

- 283 young people will be supported e.g. receiving information, advice and guidance, training and work experience

Of these:

- will enter employment
- 61 will remain in employment at 6 months

2. The Executive Director (Neighbourhoods and Environment) authorised:

2.1 Bus Service Improvement Plan and publication of the Draft Enhanced Partnership

The approval of the Bus Service Improvement Plan document, to meet the Department for Transport requirement for an adopted plan by 31 October 2021, together with the approval of the draft Enhanced Partnership (EP) for public consultation to progress the work required on the EP for a final version to be adopted by 31 March 2022.

The Executive Director, in consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, is also authorised to:

- make amendments to the draft Enhanced Partnership prior to consultation; and
- to take all necessary steps to ensure compliance with the relevant statutory processes and procedures to undertake the consultation.

2.2 Public consultation on the Council's proposed Civil Penalties Policy for Housing Offences

The fast-tracking of the public consultation on the proposed policy and matrix in respect of the introduction of civil penalties, through the Housing and Planning Act 2016, without the need to engage Cabinet at this stage. This will enable the public consultation to be completed, and analysis of responses to be considered, allowing the draft policy to be submitted to Cabinet for their consideration before its last meeting this Municipal Year on 22 February 2022.

Civil penalties are a discretionary enforcement measure to enable housing authorities to impose a financial penalty, as an alternative to prosecution, for specified offences under the Housing Act 2004.

Councillor Ian Gilbert
Leader of the Council

Our ref:
Your ref:
Date: 27th October 2021
Telephone: 01702 215000
Email: emmacooney@southend.gov.uk

Dear Councillor Gilbert

Re: S.O.46 – ESF SECTA for 18-25s

We have made an application to the European Social Fund (ESF) to deliver construction skills and employment support to young people aged 18-25 as part of the South Essex Construction Training Academy (SECTA). After detailed discussions, the managing authority has approved our application and are requesting that we enter into contract to enable delivery from 1st January 2022. Given the time restrictions we will not be able seek permission to enter contract via the usual Cabinet route, I am therefore seeking your agreement by S.O.46.

The ESF funding will allow us to deliver a project aimed solely at the 18-25 age group contributing to recommendations coming from the 18-25 review which was supported by the LGA. It will provide training, work experiences, and sustainable employment in the construction industry, a sector for which there is significant opportunity across Southend and the wider south Essex area.

The project will build on the successful SECTA mode which has been funded to date by the Construction Industry Training Board (CITB) and which works with developers and contractors to identify their skills and employment needs and then trains people to meet these role requirements. This new ESF funding will allow us to focus specifically on young people and entry level employment - the wider SECTA programme will continue to support older people and will also deliver progression training in a variety of specialist skills to ensure that residents can secure higher paid roles.

The total project cost is £432k (£216k from ESF, match funded by existing resource). Delivery will begin on 1st January 2022 and will end on 30th Sept 2023, we will continue to report on outcomes and make financial claims until February 2024. The targets for the project are:

- 283 young people will be supported e.g. receiving information, advice and guidance, training and work experience

Of these

- 122 will enter employment
- 61 will remain in employment at 6 months

The project contributes to achieving economic recovery in Southend and across the wider south Essex area. It supports delivery of several 2050 outcomes including supporting young people realise their potential, ensuring residents are work ready and supporting business resilience. It will help our young people start a career that could lead to sustainable long-term employment and ensure financial independence.

It is my recommendation that:

- The council enter into agreements with the Managing Authority for delivery of SECTA 18-25s that will help us realise 2050 ambitions;
- Relevant agreements are signed in line with the scheme of delegation.

Accordingly, I propose to implement the recommendations listed above. I should be grateful if you would confirm, pursuant to S.O.46, that you concur with my proposed action by signing the endorsement at the foot of this letter.

Yours sincerely



Emma Cooney – Director of Regeneration and Growth

I support the recommendations as described in this letter.

Signed



Councillor Ian Gilbert
Leader of the Council

Date.....28/10/2021.....

Cllr Ron Woodley, Cabinet Member for
Transport, Asset Management and Inward
Investment.

Councillors Ian Gilbert, Carole Mulronev and
Tony Cox

Our ref: AE/JB/BSIP

Your ref:

Date: 20th October 2021

Telephone: 01702 215000

Email: annaeastgate@southend.gov.uk

Dear Councillors,

Standing Order 46: Bus Service Improvement Plan and publication of the Draft Enhanced Partnership

I write to you as Executive Director for Neighbourhoods and Environment. Unfortunately, due tragic events last Friday 15 October and the postponement of Council business there is a very tight timescale to adhere to as laid down from the Department for Transport.

As you will be aware the Council is required by the Department for Transport (DfT) under the National Bus Strategy document called *Bus Back Better* to publish a Bus Service Improvement Plan (BSIP), which is an action plan and bidding document to make improvements to local bus services. Our BSIP contains proposals for nearly £69 million in improvements over 5 years to improve the local bus network. This includes proposals to:

1. **Improve our key bus corridors** by improving journey times, reliability, and whole experience of using each corridor.
2. **Improve existing bus services** by providing better evening and weekend services, maintaining service frequencies, and standardising timetables.
3. **Improve cross-town connectivity** by providing new services linking Leigh-on-Sea to Southend Airport (via Eastwood), Chalkwell to Southend Airport (via Southend Hospital), and Southend Airport to Thorpe Bay and Shoeburyness.
4. **Improve ticketing and fares** by upgrading the existing all-operator Octopus ticket, and trialling a £1.50 flat fare.
5. **Better marketing and promotion of local buses** through a single brand identity, agreed with operators and Essex County Council.
6. **Improving existing buses** through audio-visual announcements of stops, and retrofitting buses to be lower emissions.

These improvements will be funded through the Department for Transport. It should be stressed there will be no obligation on the Council nor the bus operators to deliver the plans included in the BSIP without this funding in place.

Throughout the development of this BSIP we have engaged with local bus operators, Councillors, and representatives of community groups to identify schemes to include in the BSIP. Many of the plans of the BSIP reflect the priorities shared and the schemes suggested, including a new service between Leigh-on-Sea and Southend Airport via Eastwood, making buses more affordable through a flat fare, and improving journey times and reliability of buses along key corridors. The engagement of all parties has been positive and constructive, with a high degree of enthusiasm to make buses better.

Additionally, the Council is required to enter an Enhanced Partnership (EP) with local bus operators to improve local bus services. This partnership, which is a formal legal document agreed between the Council and the bus operators, will set out how both the Council and local bus operators will work together to improve all aspects of local bus services – which has the potential to include things like bus stop infrastructure, service frequencies, integrated ticketing, and bus service priority on the highway.

To begin this process, we are required to publish a Draft Enhanced Partnership Plan and Scheme for formal consultation with bus operators and with the public more generally. The Draft Enhanced Partnership Plan and Scheme has been developed, and contains the following as required under the Bus Services Act 2017:

- The aims and objectives of the Enhanced Partnership, which are the aims and objectives of the Bus Service Improvement Plan;
- Full lists of the commitments to be made by both the Council and bus operators, as reflected in the Bus Service Improvement Plan;
- Details on the decision-making structure of the Enhanced Partnership, which will consist of:
 - The Local Bus Forum, which will set the strategic direction and priorities of the partnership, and;
 - The Local Bus Board, which will make operational decisions for the Partnership to carry out its work to improve local buses.

At this stage, we are only publishing the Draft Enhanced Partnership Plan and Scheme for consultation. As well as being made available on the Council's website and Your Say Southend, this document will also be sent to all local bus operators for their comments.

A final matter to consider is that the Council is required to meet the following deadlines by DfT.

All Local Transport Authorities must submit a BSIP by **31 October 2021** and must enter an Enhanced Partnership with the major bus operators by **31 March 2022**.

A failure to do so will mean that the Council will be unable to access future transport funding to improve bus service provision in the Borough for its' residents, businesses and visitors, and it will also significantly affect its ability to attract funding for other major transport improvements.

Both the BSIP and the EP Plan and Scheme were submitted to the Special Cabinet Meeting on Monday 18th October 2021, and to the Place Scrutiny Committee on the same day. Due

to the tragic events of Friday 15th October and the subsequent cancellation of these meetings, it is necessary for us to continue our course of action using S.O.46,

Consequently, I propose to take the following action:

- Approve the Bus Service Improvement Plan document, to meet the Department for Transport requirement for an adopted plan by 31 October 2021.
- Approve the draft Enhanced Partnership (EP) for public consultation to progress the work required on the EP for a final version to be adopted by 31 March 2022.
- In consultation with the Cabinet Member for Transport, Asset Management and Inward Investment, to:
 - make amendments to the draft Enhanced Partnership prior to consultation; and
 - take all necessary steps to ensure compliance with the relevant statutory processes and procedures to undertake the consultation.

I should be grateful if you would confirm, pursuant to S.O.46, that you concur with my proposed action by signing the endorsement at the foot of this letter.

Yours sincerely,



ANNA EASTGATE
EXECUTIVE DIRECTOR NEIGHBOURHOODS & ENVIRONMENT

I concur with the proposed action set out above.

Signed Date
Councillor Ron Woodley, Cabinet Member for Transport, Asset Management and Inward Investment

In the circumstances, the other Group Leaders are also asked to sign the endorsement to indicate that they concur with the proposed action

Signed Date
Councillor Ian Gilbert, Leader of the Council and Leader of the Labour Group.

Signed Date
Councillor Carole Mulrone, Leader of the Liberal Democrat Group.

Signed Date
Councillor Tony Cox, Leader of the Conservative Group.

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Southend-on-Sea Borough Council

Executive Director (Neighbourhoods and Environment) :

Anna Eastgate

📍 Civic Centre, Victoria Avenue, Southend-on-Sea, Essex SS2 6ER

☎ 01702 215000

🌐 www.southend.gov.uk

Working to make
lives better
www.southend.gov.uk



Cllr Ian Gilbert
Leader and Portfolio Holder for Economic Recovery
& Regeneration

Our ref:
Your ref:
Date: 11 November 2021
Telephone:
Email: annaeastgate@southend.gov.uk

Dear Councillor Gilbert,

Standing Order 46

Permission to commence public consultation on the Council's proposed Civil Penalties Policy for Housing Offences

I write to you as Executive Director for Neighbourhoods and Environment. At the Portfolio Briefing on 8 November 2021 the introduction of civil penalties, through the Housing and Planning Act 2016, was discussed. As you are, aware, civil penalties are a discretionary enforcement measure to enable housing authorities to impose a financial penalty, as an alternative to prosecution, for specified offences under the Housing Act 2004.

The decision to adopt a Civil Penalties Policy would be key decision as it is likely to be significant in terms of its effects on communities living or working in area, comprising two or more electoral wards in Southend-on-Sea, and therefore require a Cabinet Decision.

I therefore seek your authorisation to fast-track the public consultation on the proposed policy and matrix, without the need to engage Cabinet at this stage. The request is made to enable the public consultation to be completed, and analysis of responses to be considered, allowing the draft policy to be submitted to Cabinet for their consideration before its last meeting this Municipal Year on 22 February 2022.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Anna Eastgate".

Anna Eastgate
Executive Director Neighbourhoods & Environment

Copy: Ms Anna Eastgate Executive Director Neighbourhoods & Environment
Mr T Row, Town Clerks
Mr J Williams, Director of Legal & Democratic Services

/cont

I concur with the proposed action set out above.



.....
Cllr Ian Gilbert
Leader of the Council and Portfolio Holder for
Economic Recovery & Regeneration

Date: 11th November 2021

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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