

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Children's Services Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **15 September 2015**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors James Halden (Chair), Yash Gupta (MBE) (Vice-Chair), Clare Baldwin, Leslie Gamester, Martin Kerin and Susan Little

Reverend Darren Barlow, Church of England Representative
Patricia Wilson, Roman Catholic Church Representative
Myra Potter, Parent Governor Representative
Sarah Sanders, Parent Governor Representative

Substitutes:

Councillors Joycelyn Redsell, Andrew Roast and Kevin Wheeler

Agenda

Open to Public and Press

	Page
1 Apologies for Absence	
2 Minutes	5 - 14
To approve as a correct record the minutes of Children's Services Overview and Scrutiny Committee meeting held on 29 July 2015.	
3 Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4 Declaration of Interests	

5	Inspire - Alternative models of delivery for Youth Related Activities	15 - 66
6	Nursery Provision In East Tilbury	67 - 72
7	Child Sexual Exploitation Action Plan	73 - 94
8	Education Transport	95 - 104
9	Work Programme	105 - 112

Queries regarding this Agenda or notification of apologies:

Please contact Jessica Feeney, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **7 September 2015**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Vision: Thurrock: A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Children's Services Overview and Scrutiny Committee held on 14 July 2015 at 7.00 pm

Present: Councillors James Halden (Chair), Yash Gupta (MBE) (Vice-Chair), Leslie Gamester, Jane Pothecary and Joycelyn Redsell (substituting for Susan Little)

Reverend Darren Barlow, Church of England Representative
Patricia Wilson, Roman Catholic Church Representative
Myra Potter, Parent Governor Representative
Sarah Sanders, Parent Governor Representative

Apologies: Councillors Clare Baldwin, Susan Little

In attendance: Sonny Tipping, Youth Cabinet Representative
James Henderson, Youth Cabinet Representative
Carmel Littleton, Director of Children's Services
Andrew Carter, Head of Children's Social Care
Roger Edwardson, Interim Strategic Leader School Improvement, Learning and Skills
Jason Read, Team Leader (Operations & Performance) Youth Offending Service
Matthew Boulter, Principal Democratic Services Officer
Jessica Feeney, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

1. Minutes

The Minutes of the Children's Services Overview and Scrutiny Committee, held on 10 March 2015, were approved as a correct record subject to:

- Patricia Wilson being marked as present at the meeting.
- Removing the Phrase (Child Sexual Exploitation) in paragraph 3 page 9.

2. Items of Urgent Business

The Chair informed the Committee that a member of the public Mr S. Crabbe was present at the meeting to ask a question, the question was as follows:

'What are the Council's plans for reviewing and updating the agreement that is in place between itself and Little Angels to enable East Tilbury Primary School and Nursery, which is now a part of the St Clere's Co-operative Trust, to also provide nursery places for children under the age of 4?'

The Chair briefed the Committee on background information regarding the question, and proposed that the topic of Nursery Provisions should be brought back to the next meeting on the 15 September 2015 for discussion. Mr. Crabbe was welcomed by the Chair to join in the debate at the next meeting. It was also highlighted that as a short term solution to Mr. Crabbe's issue in East Tilbury alternative nursery provision was available in Linford.

Mr Crabbe proposed a supplementary question to the Committee. 'Why is care in Linford provided if a nursery was already running in East Tilbury, why was it moved to Linford?'

The Chair informed Mr. Crabbe that solutions to these issues had to consider the wider community.

3. Declaration of Interests

Councillor Reverend Barlow declared a non-pecuniary interest in respect of the meeting, as his wife is a teacher at St Thomas's and has a child at St Thomas's, Convent School and Palmers College, He is also a trustee at Palmers College.

Councillor Redsell declared a non-pecuniary interest in respect of the meeting, as she has grandchildren at St Clere's Secondary School.

Myra Potter declared a non-pecuniary interest in respect of the meeting, as she has children at St Thomas's and Little Thurrock, and will be working at Palmers College in September.

Councillor Pothecary declared a non-pecuniary interest in respect of the meeting, as she works at the South Essex College, and has children at Purfleet Primary.

4. Terms of Reference

The Terms of Reference were noted.

5. Education Commission Update

Officers introduced the report which outlined the developments regarding the Education Commission and provided an update to the associated action plan. Key achievements to date included:

- Twenty six schools had participated in the Cultural Entitlement Project, Trailblazers, with the Royal Opera House
- 81% of pupils are attending good or better schools and academies in Thurrock which is 1% above national average.

Councillor Redsell questioned why only twenty-six schools participated in the Royal Opera House, and how the Council would get more involvement from other schools? Officers assured the Committee that the Local Authority was

involving all the schools although some schools had other priorities such as Ofsted and staff recruitment, but would be involved in the near future.

A Youth Cabinet Member suggested liaising with children and students when creating projects with the Thurrock Education Alliance, the Director of Children's Services thought this was a good idea and accepted an invitation to the Youth Cabinet to discuss.

Councillor Gupta referenced the financial implications and highlighted that the Council had committed £1 million to support the Education Commission, it was questioned where the money was sourced from. The Director of Children's Services informed the Committee that it was a pledge by the Leader and had come out of the Council's reserves. The Committee was informed that the spending was observed by a monthly budget monitoring team; the appendix explained where expenditure occurred. It was reported that the funding had already contributed to significant progress to date, which included:

- The introduction of the Cultural Entitlement for young people in Thurrock.
- The recruitment and retention of teachers.

Patricia Wilson questioned whether using the budget to match the salaries of teachers in London would encourage a better quality of education; the Director of Children's Services explained that in order to inspire teachers to work and live in the borough there were a number of initiatives including encouraging teachers to come back to work after breaks for pregnancy and other things, the service must also advertise the positive aspects of Thurrock. The Committee discussed whether figures were available regarding the number of students aspiring to pursue teaching careers. It was agreed that the Director of Children's Services would see whether this information was available and would follow this up and report back.

Councillor Gamester queried why the category recruitment and retention on the Thurrock Education Alliance project didn't state the expenditure agreed. He asked if it was overlapping with another project. Roger Edwardson explained that they had two separate items for external retention and recruitment, one for primary and one for secondary. The service wanted a cross phase approach so it was combined into one. It was also raised as to how Thurrock's retention rates compared to other Local Authorities. The Director explained that a recent telephone survey with Her Majesty's Inspector gave her information that retention was an issue across the country. Clarification was also given to the Committee regarding Tribal Inspection Training, which trained teachers to prepare schools for Ofsted inspections.

Reverend Barlow questioned how successful the work had been from the project and how it was communicated. The Director informed the Committee that the Thurrock Education Alliance was a long term project and updated on work completed so far. The relationship between academies and the Local

Authority was questioned further; Roger Edwardson explained that the Director of Children's Services had built good trust with the Academies

Councillor Halden felt that Officers concentrated on positive outcomes and that further work should be undertaken to identify areas that could be improved. He further suggested that a survey be circulated to the schools which took part in the work of the Education Commission.

The Director of Children's Services addressed 3 areas in need of improvement

- High achievers.
- Post 16 Results
- Attainment of children in care

Sonny Tipping, the Youth Cabinet representative responded by reminding the Committee of a service called the Youth Hub and suggested working with post 16 higher education pupils to improve employment and education. The Director of Children's Services felt it was a good idea and agreed to attend a future Youth Cabinet meeting to discuss.

A topic arose regarding children in Thurrock that were educated from home, it was estimated that there were around 250 cases. The Committee was informed that council officers have no right of entry into their home, but they do employ an Officer who visits the families on a regular basis and most families welcome this.

The Chair questioned why the same amount of funding was allocated to Cultural Entitlement as to Retention of staff, It was explained that the service were hoping to eventually stop funding Cultural Entitlement as schools and potentially business sponsors would fund the service themselves. Members agreed that Arts and Drama was important for students' confidence but highlighted that Maths and Science should also be prioritised. It was explained that the Cultural Entitlement project enabled pupils to experience a range of activities including musical performances and visits to the Tower of London.

RESOLVED:

- 1. Comments on the progress and achievements of Thurrock schools and partners above be noted**
- 2. That the currently funded activity and further developments that it would wish to be taken to further the education standards for all children and young people in Thurrock be noted.**
- 3. Science and Maths to be included in the Cultural Entitlement Work Plan.**
- 4. A potential for a survey to return to each school of the original questions that the education commission proposed.**

5. Organise briefing for December for members what's being done for each school to help the improvement journey.

6. Youth Offending Service function and performance

Jason Read the Team Leader (Operations & Performance) of the Youth Offending Service introduced the report to members and highlighted the following points:

- Thurrock Youth Offending Service (YOS) made considerable efficiency savings this year with further savings to be made next year.
- Thurrock was the smallest YOS in the country and generally achieved a lower re-offending rate than the national, regional and statistical family averages.
- YOS had successfully moved into Corringham's old police station. Health & Safety issues had arisen. A full health and safety inspection was in place. Essex Police agreed an extension until November 2016.
- One emerging issue locally was the migration of young people and their families, primarily from the London Boroughs.
- Knife crime accounted for less than 1% of offences committed in 2013/2014. However this year there was a small increase and what appears to be a number of firearms offences although these relate to a single incident with one offender.
- Last financial year Thurrock YOS worked with 68 young people as part of our prevention service, with 51 being subject to TRIAGE and 17 interventions via Youth Inclusion and Support Programmes.

Reverend Barlow showed a concern as to whether pressures on the service had risen due to a reduction of staff. The Youth Offending Service Team Leader assured Members that the dedication of the staff overcame the savings and results were positive, to raise their performance they would continue to stride and work with external companies to improve post 16 young people's opportunities.

Councillor Redsell thanked YOS for their excellent service and queried why young people re-offend. The Youth Offending Service Team Leader explained that by carrying out background checks of individuals they can indicate if young people were going to reoffend. It was explained that YOS support the young people to make sure that they are there to facilitate the change when they stop offending.

Discussions took place regarding the YOS Office; Members were informed that the layout of the building was good although there were issues regarding leaks in the roof and the presence of asbestos. The Director of Children's Social Care explained that the Council would invest into the building, but due to the short lease it would not be possible. The Youth Offending Service Team Leader raised a point that the location would be better suited if situated in Grays as this would enable better access via public transport when. It was

explained that there was a concern when the YOS moved to Corringham that Offenders would not turn up to their appointments due to a train station not being near, although this was not the case.

Councillor Potheary asked for clarification on the HMI report and stated that the record for the reoffending rate was 39.6% and that the YOS report stated that it was 27%. It was clarified that the HMI used statistics from national records which were 3 years old. A Member questioned where the youth offending service received their referrals from, the Youth Offending Service Team Leader explained that the core work is referred by the Courts and other youth offending services, which are young people who have been convicted and made subject to either community & custodial sentences or are remanded in custody pending a Court outcome. It was explained that some young people were referred by the police or multi Agency action groups which were young people on prevention programmes. Once a young person was referred; YOS would work as a triage and would closely work with the young person for 4-6 weeks.

The Chair questioned whether there was a relation between unemployment and reoffending. The Committee was informed that the number of young offenders engaged in education, employment or training had risen above 55%. It was explained that in previous years there has been a relationship between unemployment and reoffending, although this was no longer the case as the service was aware of many offenders currently in education. It was questioned how the service could stop reoffending, Youth Offending Service Team Leader explained that the service could not stop the youths reoffending as it was down to the individuals own life choices, but by working closely with offenders YOS make sure they are supportive to facilitate the change when they do decide to stop offending.

RESOLVED:

- 1. To note the Overview & Scrutiny Committee comment on the function and performance of the YOS and review plans to address the two areas of improvement as set out in the HMIP, Short Quality Screening Report dated 20th May 2015:**
- 2. To note that Intervention planning should genuinely involve children and young people and their parents/carers. The plans should be constructed in such a way that they are effective tools to drive successful interventions.**
- 3. Multi-Agency Public Protection Arrangements need to be fully understood by all staff and managers.**
- 4. Chair and Director Children's Services to write to the Police and crime commissioner to extend the lease for a longer term on the old Corringham Police Station.**

7. Julia - SCR Action Plan Update

The Head of Children's Social Care advised Members of the process of the serious case review, following which the Business Manger reported that Regulation 5 of the Local Safeguarding Children's Board Regulations 2006 set out the requirement for a serious case review to be undertaken in instances where abuse or neglect of a child was known or suspected, and where either the child died or was seriously harmed and there was cause for concern as to how the Authority, their Board Partners or relevant people worked together to safeguard the child.

The Committee was advised that this case had been referred to the Thurrock Local Safeguarding Children Board Serious Case Review Panel and they were satisfied that it met the specified criteria, following which a case review had been undertaken using the SCIE Learning Together Methodology.

Councillor Potheary highlighted some items from the Police, Probation and CCG were marked as red and orange (meaning progress was not on track or needed monitoring). A question was asked as to how the LSCB can encourage the organisations to speed up their process. The Head of Children's Social Care informed Members that the revised document had only one red item from the Police, and explained that the LSCB will drive and push forward organisations to speed up the process. The Head of Children Social Care reassured the Members that the case will come back to the committee.

The Chair of the Committee proposed a question as to what happened to the individual Social Workers who failed to act upon Julia's case. The Head of Children's Social Care advised Members that they looked across the board rather than at individuals, although they did look internally as to whether there were grounds to instigate disciplinary proceedings. The Social Workers involved had left the authority so subsequently an investigation to merit a referral to the HCPC (Healthcare & Care Professions Council) would take place, which would enable them to decide whether or not to instigate a fitness for practice review.

Members praised the service's good progress and asked if there was any cause for concern. The Committee was informed that acknowledgment of the system across the partnership needed to be embedded.

The Chair questioned whether it was possible to report an external agency if it was felt they did not respond to a serious case in the correct way. The Head of Children's Social Care reported that Officers looked into referring a GP during Julia's Case, although it was not possible as the incident was not a breach of the GP's code of conduct. It was confirmed by Officers that GPs are now a lot more engaged with safeguarding.

A Youth Council representative explained how youths could share their problems at the Youth Hub with other youths and volunteers. The Head of Children's Social Care agreed to support the service on conditions that the appropriate support would be offered for people taking on the new role.

RESOLVED:

To be noted that the Overview & Scrutiny Committee continues to monitor progress against the multi-agency action plan with a particular focus on Children's Services

8. Adoption and Permanence Services Partnership

Andrew Carter, Head of Children's Social Care introduced the report which proposed that Thurrock enter into a partnership with Coram for a 3 year period. The following key points were made:

- The Coram Partnership had been given the rating 'outstanding' by Ofsted.
- There had been an increase in adoption in 2014/2015
- Member discuss that 507 days to complete an adoption was not as fast as it could be.

Councillor Gamester queried whether entering the partnership could cause pressure for Coram and reduce the standards of performance. Andrew Carter informed the Committee that Coram is a multi-agency company with experience and that the Local Authority will make the final decision as to whether adopters match children within Thurrock.

Reverend Barlow highlighted that adopters find the process very slow he questioned whether Coram would speed this procedure up. The Head of Children's Social Care confirmed that by entering the Coram Partnership will enable Thurrock to meet the national targets.

RESOLVED:

- 1. The comments on the development of a partnership by way of a grant agreement to provide an integrated programme of activity to optimise adoption outcomes for children following the decision at Cabinet on 8 July 2015 to be noted.**
- 2. That it be recommended future reports are brought to the Children's Service's Overview and Scrutiny Committee before being referred to Cabinet for decision, and where this is not possible to convene an extraordinary meeting of the Children's Services Overview and Scrutiny meeting to enhance the scrutiny process.**

9. Shaping the Council Budget Update

The Director of Children's Services introduced the report which set out the Medium Term Financial Strategy (MTFS) and the need to meet an estimated

budget gap of over £26 million for the four years between 2016/17 and 2019/20. Committee were advised of three key points:

- The cumulative effect of £83.2m savings over 6 years now visibly impacts on communities.
- Around 18 million in savings has been made although 8 million was awarded to the service for demographic growth.
- The government announced a £200m in-year national reduction to the Public Health Grant. This means a reduction of £0.614m to Thurrock. Which would be difficult to achieve as the full award of £8m has been fully committed with at least 75% contracted out for the full year with any contract requiring 6 months' notice to terminate.

The Director of Children's Services outlined to the Committee the savings proposals for October November and December. A Co-opted Member asked how the quality of service was affected by savings. The Committee was assured that officers are optimistic to provide a better service. It was discussed that keeping children out of care would enable further savings.

RESOLVED:

1. **To note the Medium Term Financial Strategy (MTFS);**
2. **To note the approach to Shaping the Council and budget planning for 2016/17 and beyond including the establishment of a cross-party Budget Review Panel.**

10. Work Programme

The Committee discussed that there were nine items for the 15 September 2015 meeting and it was agreed that the Democratic Services Officer would liaise with the Chair, Vice Chair and Director of Children's Services regarding this.

The meeting finished at 9.33 pm

Approved as a true and correct record

CHAIR

DATE

Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk

15 September 2015	ITEM: 5
Children’s Services Overview and Scrutiny Committee	
Inspire – Alternative models of delivery for Youth Related Activities	
Wards and communities affected: All	Key Decision: Key
Report of: Michele Lucas: Interim Strategic Lead Learning & Skills & The Thurrock Youth Cabinet	
Accountable Manager: Michele Lucas, Interim Strategic Lead Learning & Skills	
Accountable Director: Carmel Littleton, Director of Children’s Services	
This report is Public	

Executive summary

This report introduces the council to an exciting opportunity to both protect and provide a range of youth & community based opportunities for young people by removing the current services from Local Authority control and placing them into a staff mutual (charitable trust).

The report recognises need to make further savings in council expenditure and provides opportunities for sustaining and developing the current provision to ensure that Thurrock young people can access the regeneration opportunities that are planned over the next ten years as we move from implementation into delivery, meeting one of the Council’s core principles in ensuring the skills set of young people matches the employees need for an adaptable flexible work force of the future.

Recommendations:

- 1.1 To support the development of a staff mutual (charitable trust)to deliver youth & community related activities across Thurrock Council.**
- 1.2 To recommend to full Cabinet the ‘spinning out’ of youth & community related services from April 2016 or as soon after as due diligence is undertaken**
- 1.3 To support the recommendation of a four year contract with a break clause in year three for renegotiation.**

1.4 To recommend the funding model which will see a 5% reduction from year two of the contract until the fifth year recognising the need to reduce the overall budget by 20%, subject to budget constraints

1.5 To support the inclusion of Grangewaters Outdoor Education Centre into the staff mutual.

2. Introduction and Background:

Local Policy Context

The outline proposals within this report link with the Council's corporate priorities:-

1. Create a great place for learning and opportunity
2. Encourage and promote job creation and economic prosperity
3. Build pride, responsibility and respect
4. Improve health and well-being
5. Promote and protect our clean and green environment

However the proposal will also recognise the need to identify significant savings over the next five years as the overall budget for the council reduces. It also forms part of the Shaping Council priorities which has identified that services need to be delivered in alternative ways looking to enhance the current offer and keep highly qualified and motivated staff working locally.

National Policy

The launch of Positive for Youth in December 2011 outlined a broad based strategy detailing the Government's approach to youth related activities. The key message in the strategy is around 'a new partnership approach' in local areas – between young people, educational institutions, charities, businesses and local communities to support the development of more youth related opportunities.

Over the last three years, the areas delivering youth related activities have implemented a significant organisational restructure. The restructure released savings of in excess of £600,000. These savings have been achieved by reducing staff headcount and the move towards trading a range of the activities to schools and other partners.

The restructure and refocussing of work has created a leaner, more efficient service which is more capable of responding to the needs of young people across the Council. Over the three year period the service has been focussing on income generation and contract management capabilities.

In August 2014 Full Cabinet received a report identifying the need for further reductions in youth related activities - to ensure young people and staff remained at the centre of any decision making process, Cabinet agreed for the following work to be undertaken by the Youth Cabinet and staff members.

The Youth Cabinet were asked to undertake a consultation with young people in relation to delivering youth related activities in an alternative way and staff were asked to research and identify ways in which we could ensure that services to young people were sustained and enhanced in an time of extreme budget pressures on the back of the desire to ensure that young people can engage with the regeneration opportunities across Thurrock.

To support this ambition staff researched what other authorities were considering – this led to Thurrock participating in a programme that the Cabinet Office were sponsoring around public sector staff removing a range of services from the council and running them as an independent organisation. Thurrock were allocated a place on the Cabinet Office’s ‘Staff Mutual’ programme to gain a greater understanding of how this could be achieved.

The Cabinet Office were particularly interested in the range of services that Thurrock Council were considering recognising the synergy around the services and particularly referenced the engagement that had taken place with young people across Thurrock around the development of a staff mutual.

Mutualisation, or the development of an employee-led mutual (ELM), refers to a council or state entity that spins-out from its parent statutory body, it has the potential to develop enhanced autonomy concerning governance and provision, whilst delivering vital public services and reinvesting any financial surpluses back into the organisation.

Outlined below are some of the key benefits of mutualising youth related activities:-

- Opting out of the Council would reduce longer term liabilities to the Council, and see a 20% reduction in the budget over five years.
- The new organisation a ‘charitable trust’ will have opportunities to secure funding that is not available to local authorities, thus creating a range of funding streams that are only available to charitable trusts.
- A sustained level of youth related activities would remain in the authority long-term with a reducing contract year on year from the local authority.
- The new organisation will have more flexibility to develop strategic and innovative services to meet local need, ensuring that the voice of the community is sought when considering how best to deliver services.
- The new organisation could provide greater opportunities for young people to be involved via the establishment of a governance model that would have a young person’s advisory board.

- The new organisation could provide greater opportunities for staff to be involved via the establishment of a governance model that would have a staff advisory board.
- Research has identified that staff feeling an ownership of the organisation can reduce sickness absence and create a better delivery and working environment.
- The Council would retain a relationship with the organisation as these are already developed.

We sought further support from the Cabinet Office in November 2014 and were awarded funding to enable the development of a five year business plan that would test some of the assumptions relating to potential income generation and opportunities to ensure staff and young people remain at the heart of decision making processes, for the services provided by the new organisation.

Outlined below are the services that are currently within the scope of the proposed staff mutual, in the Children's Services Overview and Scrutiny Committee meeting held on the 10th March 2015, a report was presented in relation to Grangewaters Outdoor Education Centre, a range of proposals have been considered with regard to this outdoor activity centre.

The Children's Overview & Scrutiny Committee recognised the synergies around the work that had already begun in the development of a Staff Mutual and as such gave permission for this to be integrated into the work already being undertaken for 'spinning out' youth related activities, to support this activity a business plan has been developed for Grangewaters which outlines the need to ensure it remains a community asset, building on the comments of elected members in March 2015.

Services to be included in the Staff Mutual

- Thurrock Careers, providing impartial information advice & guidance
- Employability & Skills – providing links with employers & young people enabling them to access apprenticeships and other learning opportunities
- Youth work, Positive Activities & Youth Participation – includes Thurrock Youth Cabinet, & a range of programmes to support engagement
- Grangewaters – providing outdoor education activities
- Targeted Access – providing Duke of Edinburgh, Prince's Trust and a range of programmes for vulnerable groups of young people

Youth Cabinet – Inspire Delivering Differently

Following the proposal for a reduction in the Youth Offer across Thurrock, the full Council meeting in August 2014 requested that the Youth Cabinet develop a questionnaire to seek young people's views, around the possibilities of

taking all youth related activities and placing them in a staff mutual to sustain and develop provision for young people across Thurrock, with a clear focus on ensuring young people have a voice in service design and delivery.

A small task and finish group was set up with the questionnaire being approved by the full Youth Cabinet in September. The consultation went live from 8th Oct to 14th Nov with 383 young people completing the questionnaire; the outcome of this consultation was presented to the Children's Overview & Scrutiny Committee in February 2015.

The questionnaire findings supported the development of services and activities being provided for young people in Thurrock.

One of the key areas of development is a Youth Hub in Grays the building formerly known as the Connexions One Stop Shop has had some refiguration on the ground floor young people were asked to identify a name for the New Youth Hub.

The new name chosen was Inspire, Achieve came in second as a young person stated '*you need to be inspired first, before you achieve*' (quote from young person) (Full report available in Appendix Two)

5. Consultation (including Overview and Scrutiny, if applicable)

Consultations have taken place with young people (see Appendix Two) and with the staff who would be TUPED into the new organisation (Appendix Three)

6. Impact on Corporate Polices, Priorities, Performance And Community Impact.

- 6.1 This report contributes to the following corporate priorities:
- create a great place for learning and opportunity
 - encourage and promote job promotion and economic prosperity

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager

Over the past three years youth related activities have seen a significant budget reduction in excess of £600,000, as have many other non- statutory services provided by the council, however the reduction in such services can have long term implications on many other areas of the Councils budget. The proposal to 'spin out' youth related activities on a five year contract, with a Reduction from year 2 onwards will require a detailed risk assessment around the Council's ability to award the contract value outlined in the business plan.

A realignment of service areas will be taking place prior to the proposed 'spin out' which may potentially incur some additional costs.

The youth team have applied for a European Social Fund Youth Unemployment programme and have recently heard that the application has been approved at the outline stage, this will now involve a full application a percentage of the 1.4 million outlined in the business plan has been identified as match funding in relation to the bid the outcome of which will be known in the Autumn. The match funding would not be new money but would ensure enhanced use of existing resources

7.2 Legal

Implications verified by: **Lindsey Marks**
Principal Solicitor Children's
Safeguarding.

Section 507(B) Education Act 1996 introduced through section 6 Education and Inspections Act 2006 creates legal requirements that place young people at the heart of decision making regarding positive activity provision available to them. The legislation requires Local Authorities to consider whether positive activity provision may be improved by delivering the service or elements of it through an alternative provider.

7.3 Diversity and Equality – Include representation of groups and ability to self nominate

Implications verified by: **Natalie Warren
Community Development &
Equalities Manager**

Equality of opportunity is a key principle of many voluntary sector organisations who often pursue improved cohesion and diversity through their objectives and practice, involving communities in decisions and governance.

Recent government policy such as the Localism Act encourages the devolution of services to communities and staff mutuals in recognition of the benefits that community involvement can bring to local areas. An equality impact assessment will be completed to inform the transfer of services into the staff mutual, with ongoing involvement by young people and the wider community to help ensure services improve cohesion and diversity through their deliver. The council is seeking to develop a Community Asset Transfer Policy and this will provide guidance on ensuring that potential transfer of asset opportunities are informed by best practice as well as consideration through an equality impact assessment.

7.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

None

Appendices to this Report:

Inspire – Business Plan
Young People's Consultation
Staff Consultation Report

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Business Plan
2016 - 2021

BUSINESS PLAN

Table of Contents

1. Executive Summary.....	2
Reason	2
2. Aims & Objectives.....	2
3. Proposal	3
4. Overview of Services to be Transferred.....	5
5. Expected Benefits.....	6
6. Summary of Key Risks.....	8
7. Financial Model	12
7.1. Income and Growth	15
8. Structure & Governance	16
Structure.....	16
Governance	17
9. Contract Management.....	18
10. Timescale.....	18
11. Dependencies.....	19
Appendix 1 SWOT & PESTLE Analysis.....	20
Appendix 2 Financial Forecasts	22
Cash Flow and Balance Sheet Forecast.....	24
Appendix 3 – Organisational Structure.....	26
Overall Structure.....	26
Youth Development Team.....	27
Employability and Skills Team	28
Careers Team	29
Targeted Access Team.....	30

BUSINESS PLAN

1. Executive Summary

Reason

Many public services across the country are at a crossroads, needing to find alternative ways to fund themselves and to develop different delivery models in a changing world. An important option to consider in this context is moving this service to an independent organisation, a route that Thurrock youth related services is proposing, with the support of Thurrock Council ('the Parent Body'). The current business plan aims to unlock a new way of operating, placing young people at the centre of the four core services whilst increasing their ownership of the organisation. It also allows for expansion such as providing non-statutory services for young people which are currently restricted by its current position as a service within a local authority and providing a cohesive and integrated network of services with the flexibility to engage stakeholders.

Thurrock's Senior Leadership have been very supportive of this approach. It recognises the need to ensure that Thurrock's Young People can access the regeneration opportunities that will be available over the next 20 years. The proposal focuses on the importance of community value and enables the committed staff to further enhance and develop opportunities.

2. Aims & Objectives

The current economic climate has necessitated a move to a more targeted approach to funding services and this will result in less funding for some activities traditionally provided by Local Authorities. To achieve the planned reductions in public spending, statutory bodies will be required to manage public resources and assets more effectively and to explore alternative delivery models.

Thurrock Council is, therefore, considering how to provide services at reduced cost while maximising the community benefit derived from its diverse asset portfolio. This report will consider the potential for the Local Authority to transfer assets and services into a separate legal entity that will be given ownership and management of such services to staff based upon established good practice. It will enable staff

BUSINESS PLAN

to be more involved in the organisation and develop and target resources quickly where a need is identified. This would secure efficiencies in both costs and the long term interests of the community.

Thurrock is ideally placed to develop its offering to young people. Thurrock has many regeneration opportunities which need to be developed with young people in mind.

One of the key drivers is to support local businesses to recruit highly skilled young people – we are looking to spin out a range of youth related services. It is recognised that with the current financial reductions within Local Government and the desire for Thurrock Council to become a commissioning authority that ‘doing nothing’ was not an option.

To ensure that young people can access the jobs that will be available in Thurrock staff have been working on the potential to take services out of Local Authority control and set up a charitable trust – this will enable work to both continue and give the opportunity to access funding from a range of external sources that are currently not available to Local Authorities.

3. Proposal

The proposal is to transfer the current services provided by Thurrock council which form part of its youth related activities. The new organisation will deliver a range of activities including information advice & guidance, employability & skills support and youth work for children and young people across Thurrock.

The proposal is that Thurrock Council support and develop an organisation that involves staff in developing and delivering a sustainable model of youth related activities across Thurrock. This will offer a genuinely universal and targeted approach which is flexible and scalable.

BUSINESS PLAN

The specific areas in the proposed transfer are:

- Employability and Skills
- Thurrock Careers
- Targeted Access
- Youth Offer

The aim of the transfer is to achieve the following benefits:

- Cost savings to Thurrock Council as the proposed services will be less expensive than the current in-house provision.
- Provide ownership and leadership from young people and communities.
- Locally accountable, highly responsible to local needs through membership.
- More responsive to local community needs enabling the Local Authority to commission services.
- Establishing new relationship between professionals and young people
- Increased staff participation with staff developing a sense of ownership in service delivery.
- Offering a genuinely universal approach, flexible and scalable.
- Enabling room to innovate, free of bureaucratic constraints.
- Re investment of profit into local projects.
- Wider stakeholder involvement, commissioners and investors; voluntary community; partner service (NHS, Police, Schools etc); community organisations and representatives.
- Attracting additional external investment from a range of sources

BUSINESS PLAN

4. Overview of Services to be Transferred

It is proposed that the following services are transferred to a new entity. The core aim of these services is to fulfil Thurrock's strategic priorities with a particularly emphasis on Priorities 1 and 2:

- 1: Create a great place for learning and opportunity
- 2: Encourage and promote job creation and economic prosperity

Thurrock Careers

Thurrock Careers (TC), part of Thurrock Council, provides information, advice and guidance (IAG) for young people aged 13 to 19 years old, or 25 where there is an identified special need.

Employability & Skills

Thurrock Council's Employability & Skills Team is made up of a range of staff whose work enables Thurrock residents to access learning opportunities to lead to employment. The key focus is providing access routes into apprenticeships / employment with training opportunities and progression to higher level frameworks.

Targeted Access

Targeted Access provides a range of interventions working closely with vulnerable groups, this includes The Prince's Trust TEAM programme which works with young people 16-24 who need additional support to access education employment & training, it also supports the Duke of Edinburgh Awards Programme and access to a range of music studios across the Authority.

BUSINESS PLAN

Youth Offer

Thurrock's Youth Offer provides young people aged 11 to 19, and up to 25 where there is an identified special, the opportunity to engage in a range of social and personal development programmes including positive activities.

5. Expected Benefits

A SWOT and PESTLE analysis was carried out. The full results of these can be found in Appendix 1 (page 20).

A summary of the key benefits are:

Cost Savings

Medium & long term potential cost savings. The main areas for cost savings to the Local Authority derive from the ability of the new organisation to access new sources of funding. The new organisation will have a flexible approach and be able to make reductions to overheads as required.

Funding

The new organisation will potentially have access to other forms of funding such as donations and grant funding from charitable trusts which are not available to the Local Authority. There is also the opportunity to access funding from the Local Enterprise Partnership. Thurrock has recently been allocated funds via the Youth Employment Initiative to support 20-24 year olds into employment.

Taxation

The trust will be able to take advantage of many tax benefits. Apart from the tax relief on donations it will not pay tax on its investment income. It will not pay corporation tax and will benefit from business rate concessions. Also the trust will not have to register for VAT, unless it is supplying a significant amount of products or services that are subject to VAT.

BUSINESS PLAN

Partnerships

The organisation would have the potential to enhance and develop a range of partnerships with local business and other community organisations to support the longer term development of community services.

An example is the 11-19 strategy group which includes all secondary head teachers and college principals along with representatives from business. This group have developed a strong relationship with the business community to address the needs of young people.

Community

The trust can become embedded in the local community and provide both paid and volunteering opportunities as it develops. The governance of the organisation will include both local community representatives and young people. Currently the Youth Cabinet, an elected group comprised of representatives from schools and clubs is involved in the support and development of the youth services. It is anticipated that this involvement will be continued and further developed.

Decision Making

The new organisation will be able to have a more flexible approach with close involvement of staff resulting in quicker and more effective decision-making.

6. Summary of Key Risks

Risk	Impact	Likelihood	Mitigation
Governance			
<p>Trustees The new organisation will require trustees with relevant skills to develop and direct the new organisation. There is a risk that trustees with the requisite skills will be difficult to locate and may not wish to support the organisation without payment</p>	High	Medium	<p>An analysis of the skill sets required from potential trustees should be carried out and potential trustees identified that meet these defined skills sets.</p> <p>These Potential trustees should be approached in the near future to ensure that the preferred candidates and skills are available.</p>
<p>Legal Structure The proposal is to operate as a charity. There is a risk that employees and the wider community do not get sufficiently engaged with the charity (a key requirement for spinning out of public sector services).</p>	Medium	Medium	<p>Ensure that the identification of potential trustees reflects the requirement for employee and community involvement.</p>

BUSINESS PLAN

Operational

Risk	Impact	Likelihood	Mitigation
<p>Lack of Experience & Skills The staff would become responsible for the operation of a new independent organisation which would require additional management skills</p>	High	Medium	Carry out skills audit and put in place training or recruit new staff with required skills
<p>Retention of Staff The set-up of a new organisation whilst providing a sense of excitement and opportunities for greater involvement by existing staff may be perceived as being high risk as staff will be leaving public sector employment which can be considered to be more secure.</p>	High	Medium	Develop clear strategy for consultation with staff to mitigate any concerns about employment.
<p>Fundraising Fundraising will be an important function of the new organisation and may require additional personnel or training of existing staff.</p>	High	High	A detailed fundraising strategy to be developed prior to transfer and assessment whether additional staff will be required.
<p>Organisational Policies Failure to put in place relevant operational policies, such as Health & Safety, HR, Control over access to personal data, before the new organisation goes operational may lead to compliance failures with relevant legislation</p>	Medium	Medium	Drafts of all relevant operating policies should be produced prior to going live. These should then be formally agreed by the new board once the new organisation commences formal trading.

BUSINESS PLAN

Financial

Risk	Impact	Likelihood	Mitigation
<p>Future Funding Reductions in the funding from Thurrock Council is likely however there is a risk that reductions could be made more quickly than anticipated</p>	High	Medium	Put in place legal contract between Thurrock Council and the new organisation to agree medium term funding
<p>Working Capital The new organisation will require working capital to enable it to carry out its operations</p>	High	High	Agreement with Thurrock required to either pay in advance for services or to provide a loan
<p>Fundraising It is essential that current activities that are chargeable or create funding are extended</p>	High	High	Develop plans for expansion of current revenue streams prior to the start of operation.
<p>Fundraising Performance If fundraising does not achieve the expected levels there is a risk that the organisation cannot continue all current and planned activities</p>	High	High	Develop a plan to reduce costs and services should the forecast future fundraising not be achieved
<p>Internal control environment The move to a new organisational structure will require a new financial control environment to be constructed. A failure to do so on going live will risk poor control of finances and the provision of poor quality financial information to the board and executive team.</p>	High	Medium	A draft Financial Policy should be developed before going live.

BUSINESS PLAN

Risk	Impact	Likelihood	Mitigation
<p>Lack of Free Reserves A lack of built up reserves will mean that the new charity is vulnerable to any unexpected falls in income or increase in costs as it will have no financial buffer</p>	High	Medium	<p>A policy for building up reserves should be agreed. Income and expenditure contracts set up need to be calibrated such that a surplus is generated with which to build reserves. It has been assumed that other income will be retained within the organisation over the plan period to enable to accumulation of reserves.</p>
<p>Pension and Redundancies Staff transferring from Thurrock Council will have redundancy terms and pension obligations above the statutory minimum which may result in significant additional costs to the organisation</p>	High	Medium	<p>Clarity on pension and redundancy obligations should be reached with the Council as early as possible.</p>
External Risks			
<p>Competition Following a spin out of the services from the Local Authority there is an increased risk that more competitors will enter the market for some of the services resulting in more competition which may affect both the provision and pricing of the services offered.</p>	Medium	Medium	<p>The new organisation should ensure that it regularly scans the local market for potential threats. A yearly PESTLE as part of the operating / business plan could be helpful.</p>
Legal Risks			

BUSINESS PLAN

7. Financial Model

Assumptions:

The financial forecasts have been based on the current Local Authority Budgets adjusted for known savings and additional costs for operating a new separate entity.

Local Authority Finding is planned to be at the current levels adjusted for inflation for the first 2 years of operation and thereafter reducing by 5% per year for the remaining 3 years of the plan period.

The plan includes a required increase in other income sources rising from the current £185K to £342K in 2021/21. The new organisation will need to develop a plan to grow existing income streams and also implement new streams. This is necessary for the organisation to become sustainable.

The increase in other revenue also needs to provide for the development of “free reserves” so that the organisation is not vulnerable to unexpected external events. A typical amount of free reserves would equate to between 3 and 6 months expenditure. The plan assume the accumulation of 5 months of reserves over the 5 year period with reserves totalling £702K at the end of 2020/21.

The main financial and organisational assumptions are:

- **Local Authority Funding**

Local authority funding for commissioned services is based on the current cost. An increase of 2% has been made for 2016/17 and 2017/18 resulting in a first year funding requirement of £1589K. In the subsequent years Local Authority Funding has been decreased by 5% per year with the funding being £1389K in 2020/21. This equates to a £200K per annum reduction in the LA Funding.

BUSINESS PLAN

- **Other Income**

There are other opportunities for income generation. A detailed plan and assessment of the growth opportunities for existing and future income streams needs to be completed.

The current income streams have been included at the current forecast level adjusted for inflation of 2% for the first 2 years of independent operation these are detailed in section 7.1 on page 15. In subsequent years (from 2018/19) the other income has been increased by £50K per annum. This requires an increase in other income of £154K per annum or 83% over the plan period.

- **Staffing**

The staff included in the plan are all current staff and adjusted for known savings (staff included in budget but not recruited) and additional staff to be responsible for increased administrative work.

- **Salaries**

Salaries of current staff have been included at current rates as per the 2015/16 budget and adjusted for 2% salary inflation each year

- **Pension**

Current employees of Thurrock Council will continue to be members of the Local Government Pension Scheme with the employer contribution remaining the same. New employees will become members of a defined contribution scheme to be set up by the new organisation. The employer contribution of the new pension scheme will be 5% of gross salary.

- **Inflation**

All operating costs have been increased by an inflation estimate of 2% per annum

BUSINESS PLAN

- **Premises**

All activities of the new organisation will be centralised in the Youth Hub. It is assumed that it will be rented or leased from Thurrock Council at an amount of £18,000 per annum. It has been assumed that the lease will be non-repairing and therefore no costs have been included for maintenance of the building.

- **Administration including Finance, HR, IT**

The new organisation will take responsibility for its own administration. It will be necessary to have one additional member of staff to be responsible for the increased administration. Additional costs are included for the provision of IT support, audit fees, insurance, bookkeeping and accounts support. These services will be outsourced to a relevant provider.

- **Cash Flow**

The cash flow assumptions are as follows:

- Local Authority Funding. At launch the Local Authority will pay the funding four months in advance to allow for some working capital to be available to the new organisation.
- Salaries will be paid in the month they are incurred with tax and social security costs being paid in the following month
- All suppliers invoices are to be paid a month after they are incurred
- Income from services will all be invoiced and received 50% in the month following invoice and 50% 2 months after invoice.

BUSINESS PLAN

The financial model is attached as an appendix and is summarised here:

	2016/17	2017/18	2018/19	2019/20	2020/21
	£	£	£	£	£
Income					
Local Authority	1,588,699	1,620,473	1,539,449	1,462,477	1,389,353
Other Income	188,700	192,474	242,474	292,474	342,474
	1,777,399	1,812,947	1,781,923	1,754,951	1,731,827
Expenditure					
Staff	1,196,911	1,220,849	1,245,266	1,270,171	1,295,574
Premises	94,399	96,287	98,213	100,177	102,180
Administration	276,182	281,706	287,340	293,087	298,948
Total Expenditure	1,567,492	1,598,841	1,630,818	1,663,435	1,696,703
Net Incoming Resources	209,908	214,106	151,105	91,516	35,124

7.1. Income and Growth

The current plan includes current known income streams adjusted for inflation for the first 2 years. The basis of the forecast are the following income streams:

College Adult Learning	50,000	Funds from the Adult College to support adult learners to increase skills
Careers	75,000	Traded Offer for information advice and guidance to schools, this supports statutory guidance around offering young people impartial career advice
Princes Trust	33,000	Partnership with Thurrock Adult Community College to support the Prince's Trust Team Programme
Thurrock's next Top Boss	17,000	Funds allocated from Chief Executive Delivery Unit
D of E Awards	10,000	Traded offer for schools for the work in the development of Duke of Edinburg Awards Programme
Total	185,000	

BUSINESS PLAN

After the first 2 years of operation the plan includes an increase of £50K per annum in other income sources. There are opportunities for additional income streams. In the first year of independent operation the organisation will build its identity and marketing strategy.

It is anticipated that there are a number of ways of growing income in future:

- Current activities will be extended. E.g. the careers services will be extended to include schools outside the Local authority area and to Primary schools.
- Grant Funding from Charitable Trusts
- Grant funding from Government and European Funds.

Sensitivity

It is assumed that the forecast increase in other income sources is achievable however it should be noted that if the other income target is not met, and LA funding reductions are implemented, the organisation will have a deficit of £103K in the final year of the plan (2020/21) reducing reserves to the equivalent of 3 months expenditure.

The organisation would need to formulate a plan to reduce costs and therefore its activities to deal with the shortfall.

8. Structure & Governance

Structure

A range of options have been explored by Thurrock Council in relation to the development of the new entity to support the youth activities outlined within the business plan. The research identified 2 potential options for the legal structure of the new entity these being a Community Interest Company (CIC) or a charity.

BUSINESS PLAN

An assessment of the 2 different legal structures has been carried out and both provide benefits to the proposed organisation. However a charity is the preferred legal structure for a number of reasons including:

A charity benefits from tax advantages which the CIC is not entitled to.

As a charity fundraising from charitable trusts and other grant giving organisation will be enhanced.

A CIC has the ability to distribute some of its profits. It is believed that this will deter some donors from providing funds.

There are some disadvantages in the operating as a charity which includes the fact that the board will be made up of trustees who will not be paid. This may result in difficulty attracting the skills needed to manage the organisation.

Governance

The governance of the new organisation will be comprised of a number of trustees with relevant skills. The Board will include staff representation from a Staff Advisory Board and youth representation from the Youth advisory board.

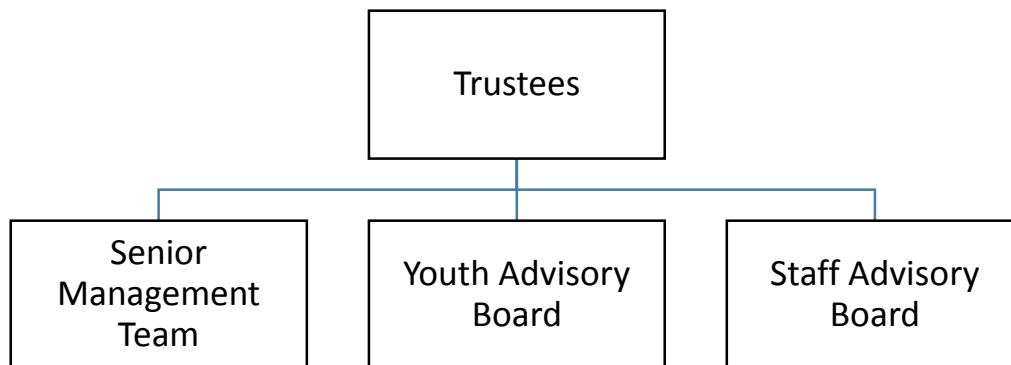
The Senior Management team will manage the organisation on a daily basis.

The recognition of staff being the most valuable asset in an organisation is well researched, in supporting this we are looking to introduce a Collaborative governance structure which supports the development of staff empowerment and ownership. Trustees will seek the views of staff on the development of the organisation with particular reference to recognising that the staff team have the expertise around the client group and the projects that are likely to enable the client group to make transitions into education, employment or training. Collaborative governance has been used in the health sector and they have seen an increase in staff engagement around the development of services to meet patient care.

The sense in which staff feel ownership of the company will be measured by completing yearly surveys which will enable the Board of Trustees to gain a greater sense of how the work around collaborative governance is being embedded into the organisation.

BUSINESS PLAN

To ensure that there is full involvement of both employees and young people it is planned that representatives from the Staff Advisory Board (in addition to members of the Senior Management Team) and the Youth Advisory Board will attend meetings to provide updates on the interventions and progress of the organisation.



9. Contract Management

The agreed contract with the Local Authority will include Key Performance Indicators which will be reviewed regularly by the senior Management and Trustees and reported to the Local Authority.

10. Timescale

If approval is given by Thurrock it is envisaged that the new organisation will be operational as from 1st April 2016.

BUSINESS PLAN

11. Dependencies

The following table shows a list of items that require agreement or development prior to the establishment of a new organisation.

Area	
Staff Terms & Conditions (Existing)	Existing staff terms & conditions will be subject to TUPE, staff consultation and documentation required
Staff Terms & Condition (New)	New terms & conditions to be prepared for new staff
Pension & Redundancy	An arrangement with the Local Authority regarding the responsibility for pension and redundancy terms under the existing terms to be agreed
Pension Scheme	A new pension scheme to be set up by new organisation
LA Funding	Agreement with LA for a medium term funding plan to be agreed along with payment terms
Income Growth Plan	A plan for growing existing and new income streams needs to be developed
Marketing	A marketing strategy to be prepared
Property	An agreement for the terms of leasing the property to be agreed. The term needs to match with the medium funding plan
Set up charity	The formalities of setting up a new charity need to be completed
Governance Structure	The governance structure needs to be agreed and documented

BUSINESS PLAN

Appendix 1 SWOT & PESTLE Analysis

SWOT analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • High quality team • Strong knowledge of service user base • Strong relationships with stakeholders i.e. schools + businesses • Experience of attracting external funding • Strong vision • Track record of defining targets • Robust MI system • Adaptable and innovative 	<ul style="list-style-type: none"> • Limited commercial experience • Contract management • Funding changes • Identification of expertise (i.e. HR, finance) • Change of political government and policies • Limited marketing/sales and promotional experience
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Diversification of client base • Increasing IAG/youth activity offer to other CA's • Opportunities to increase YPs ownership around engaging with local communities • Work across LEP via ESF funding for skills development 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Commercial drive to provide services below cost • Keeping staff on board with vision • External providers offering lower cost services (especially national) • Retailing drive for charge whilst continuing day to day job • Parent company needs to retain core funding model over 3 years

BUSINESS PLAN

P.E.S.T.L.E – Thurrock Youth Trust

Political	Economic	Social	Tech	Legal	Environmental
<p><i>Opp:</i> Senior support from parent company.</p> <p>Previous models including leisure & learning disabilities.</p>	<p>Medium & long term potential cost savings.</p> <p><i>Opp:</i> to apply for a range of funding not available to LA's.</p> <p>L.E.P – key link around skills & IAG</p> <p>Reduced restrictions around social media/marketing opportunities – low cost</p>	<p>Ability to respond quickly to market demand</p> <p>Local staff supporting & developing community resistance</p> <p>Volunteer programmes to build community resistance leading to less dependency on LA.</p> <p>Large infrastructure projects & regeneration leading to an increase in the local population.</p>	<p>Ability to update devices in a timely manner and to meet with latest social media trends.</p>		<p>Can utilise more areas in the community to reduce mileage needs.</p> <p>Tap into Low Carbon / TIGER.</p>
<p><i>Threats:</i> Change of central administration</p> <p>Senior leadership change in the LA</p>	<p>Competitors who have a range of similar services.</p> <p>Current staff's TUPE arrangements</p> <p>Parent companies reluctance for 5 yr commissioning period</p>	<p>Staff not wishing to transfer</p>	<p>Need expertise in creating websites, social media sites for promotion.</p> <p>Need to buy in/create systems to capture and monitor data i.e. profile.</p>	<p>Change in procurement legislation in UK/EU</p> <p>Employment law re: staff transferring into new organisation</p> <p>Existing pensions</p>	<p>Relocate to viable premises.</p> <p>Existing workload</p>

Page 44

BUSINESS PLAN

Appendix 2 Financial Forecasts

Total

FORECAST INSPIRE 2016/17

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Total
Income													
LA Funding	132,392	132,392	132,391	132,392	132,392	132,391	132,392	132,392	132,391	132,392	132,392	132,391	1,588,699
4500 - Other Income	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725	188,700
	148,117	148,117	148,116	148,117	148,117	148,116	148,117	148,117	148,116	148,117	148,117	148,116	1,777,399
Expenditure													
0001 - Salary	82,709	82,709	82,709	82,709	82,709	82,709	82,709	82,709	82,709	82,709	82,709	82,709	992,514
0060 - National Insurance	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	6,120	73,439
0065 - Superannuation	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	130,958
0380 - Employee Training	634	634	634	634	634	634	634	634	634	634	634	634	7,607
0510 - Health and Safety	306	306	306	306	306	306	306	306	306	306	306	306	3,672
0511 - Security Measures	199	199	199	199	199	199	199	199	199	199	199	199	2,387
0530 - Building Maintenance Day To Day	680	680	680	680	680	680	680	680	680	680	680	680	8,160
0531 - Building Maintenance Special	351	351	351	351	351	351	351	351	351	351	351	351	4,212
0592 - Electricity	728	728	728	728	728	728	728	728	728	728	728	728	8,737
0593 - Gas	490	490	490	490	490	490	490	490	490	490	490	490	5,881
0630 - Rent Payable	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	18,360
0660 - Business Rates	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	21,430
0680 - Water Charges	230	230	230	230	230	230	230	230	230	230	230	230	2,763
0770 - Cleaning Materials	128	128	128	128	128	128	128	128	128	128	128	128	1,530
0775 - Contract Cleaning	988	988	988	988	988	988	988	988	988	988	988	988	11,856
0776 - Removal of Rubbish	237	237	237	237	237	237	237	237	237	237	237	237	2,850
0900 - Insurance Builds Plant Equip	213	213	213	213	213	213	213	213	213	213	213	213	2,560
1000 - Pooled Vehicle Recharge	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	2,847	34,165
1250 - Reimbursement Of Fares	54	54	54	54	54	54	54	54	54	54	54	54	643
1300 - Car Allowances	1,420	1,420	1,420	1,420	1,420	1,420	1,420	1,420	1,420	1,420	1,420	1,420	17,034
1400 - Equipment Purchase	383	383	383	383	383	383	383	383	383	383	383	383	4,590
1420 - IT Equipment	43	43	43	43	43	43	43	43	43	43	43	43	510
1500 - Provisions Food	128	128	128	128	128	128	128	128	128	128	128	128	1,530
1501 - Provisions Drink	38	38	38	38	38	38	38	38	38	38	38	38	459
1681 - Stationery	500	500	500	500	500	500	500	500	500	500	500	500	6,005
1682 - Books and Publications	43	43	43	43	43	43	43	43	43	43	43	43	510
1683 - Photocopying	661	661	661	661	661	661	661	661	661	661	661	661	7,926
1750 - Professional Fees	847	847	847	847	847	847	847	847	847	847	847	847	10,164
1850 - Postage	64	64	64	64	64	64	64	64	64	64	64	64	765
1870 - Telephones Call Charges	490	490	490	490	490	490	490	490	490	490	490	490	5,874
1871 - Telephones Line Rental	142	142	142	142	142	142	142	142	142	142	142	142	1,705
1875 - Data Line Charges	85	85	85	85	85	85	85	85	85	85	85	85	1,020
1950 - Subsistence Allowance Staff	102	102	102	102	102	102	102	102	102	102	102	102	1,224
2083 - Licenses	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	3,311	39,732
2190 - SERCO Change Control Expenditure	2,249	2,249	2,249	2,249	2,249	2,249	2,249	2,249	2,249	2,249	2,249	2,249	26,987
2104 - Project Work	6,015	6,015	6,015	6,015	6,015	6,015	6,015	6,015	6,015	6,015	6,015	6,015	72,174
Payroll	209	209	209	209	209	209	209	209	209	209	209	209	2,509
Insurance	510	510	510	510	510	510	510	510	510	510	510	510	6,120
IT	357	357	357	357	357	357	357	357	357	357	357	357	4,284
Accounts	1,377	1,377	1,377	1,377	1,377	1,377	1,377	1,377	1,377	1,377	1,377	1,377	16,524
Audit	510	510	510	510	510	510	510	510	510	510	510	510	6,120
Total Expenses	130,624	130,624	130,624	130,624	130,624	130,624	130,624	130,624	130,624	130,624	130,624	130,624	1,567,492
Net Income / Expenditure	17,493	17,493	17,492	17,493	17,493	17,492	17,493	17,493	17,492	17,493	17,493	17,492	209,908

Staff Numbers

39

BUSINESS PLAN

Total

FORECAST INSPIRE 2017/18

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Total
Income													
LA Funding	135,039	135,039	135,039	135,039	135,039	135,039	135,039	135,039	135,039	135,039	135,039	135,039	1,620,473
Other Income	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	192,474
	151,079	151,079	151,079	151,079	151,079	151,079	151,079	151,079	151,079	151,079	151,079	151,079	1,812,947
Expenditure													
0001 - Salary	84,364	84,364	84,364	84,364	84,364	84,364	84,364	84,364	84,364	84,364	84,364	84,364	1,012,364
0060 - National Insurance	6,242	6,242	6,242	6,242	6,242	6,242	6,242	6,242	6,242	6,242	6,242	6,242	74,908
0065 - Superannuation	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	133,577
0380 - Employee Training	647	647	647	647	647	647	647	647	647	647	647	647	7,759
0510 - Health and Safety	312	312	312	312	312	312	312	312	312	312	312	312	3,745
0511 - Security Measures	203	203	203	203	203	203	203	203	203	203	203	203	2,435
0530 - Building Maintenance Day To Day	694	694	694	694	694	694	694	694	694	694	694	694	8,323
0531 - Building Maintenance Special	358	358	358	358	358	358	358	358	358	358	358	358	4,296
0592 - Electricity	743	743	743	743	743	743	743	743	743	743	743	743	8,912
0593 - Gas	500	500	500	500	500	500	500	500	500	500	500	500	5,999
0630 - Rent Payable	1,561	1,561	1,561	1,561	1,561	1,561	1,561	1,561	1,561	1,561	1,561	1,561	18,727
0660 - Business Rates	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	21,859
0680 - Water Charges	235	235	235	235	235	235	235	235	235	235	235	235	2,818
0770 - Cleaning Materials	130	130	130	130	130	130	130	130	130	130	130	130	1,561
0775 - Contract Cleaning	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008	1,008	12,094
0776 - Removal of Rubbish	242	242	242	242	242	242	242	242	242	242	242	242	2,907
0900 - Insurance Builds Plant Equip	218	218	218	218	218	218	218	218	218	218	218	218	2,611
1000 - Pooled Vehicle Recharge	2,904	2,904	2,904	2,904	2,904	2,904	2,904	2,904	2,904	2,904	2,904	2,904	34,848
1250 - Reimbursement Of Fares	55	55	55	55	55	55	55	55	55	55	55	55	655
1300 - Car Allowances	1,448	1,448	1,448	1,448	1,448	1,448	1,448	1,448	1,448	1,448	1,448	1,448	17,375
1400 - Equipment Purchase	390	390	390	390	390	390	390	390	390	390	390	390	4,682
1420 - IT Equipment	43	43	43	43	43	43	43	43	43	43	43	43	520
1500 - Provisions Food	130	130	130	130	130	130	130	130	130	130	130	130	1,561
1501 - Provisions Drink	39	39	39	39	39	39	39	39	39	39	39	39	468
1681 - Stationery	510	510	510	510	510	510	510	510	510	510	510	510	6,125
1682 - Books and Publications	43	43	43	43	43	43	43	43	43	43	43	43	520
1683 - Photocopying	674	674	674	674	674	674	674	674	674	674	674	674	8,085
1750 - Professional Fees	864	864	864	864	864	864	864	864	864	864	864	864	10,368
1850 - Postage	65	65	65	65	65	65	65	65	65	65	65	65	780
1870 - Telephones Call Charges	499	499	499	499	499	499	499	499	499	499	499	499	5,992
1871 - Telephones Line Rental	145	145	145	145	145	145	145	145	145	145	145	145	1,740
1875 - Data Line Charges	87	87	87	87	87	87	87	87	87	87	87	87	1,040
1876 - Data Line Charges	104	104	104	104	104	104	104	104	104	104	104	104	1,248
2083 - Licenses	3,377	3,377	3,377	3,377	3,377	3,377	3,377	3,377	3,377	3,377	3,377	3,377	40,527
2190 - SERCO Change Control Expenditure	2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	27,527
2104 - Project Work	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	73,618
Payroll	213	213	213	213	213	213	213	213	213	213	213	213	2,559
Insurance	520	520	520	520	520	520	520	520	520	520	520	520	6,242
IT	364	364	364	364	364	364	364	364	364	364	364	364	4,370
Accounts	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	16,854
Audit	520	520	520	520	520	520	520	520	520	520	520	520	6,242
Total Expenses	133,237	133,237	133,237	133,237	133,237	133,237	133,237	133,237	133,237	133,237	133,237	133,237	1,598,841
Net Income / Expenditure	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	214,106

BUSINESS PLAN

Cash Flow and Balance Sheet Forecast

CASH FLOW

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
Receipts												
Local Authority Funding	635,480	158,870	158,869	158,870	158,870	158,869	158,870	158,870	158,869	162,047	162,047	162,047
Other income		7,863	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725	15,725
Total Receipts	635,480	166,733	174,594	174,595	174,595	174,594	174,595	174,595	174,594	177,772	177,772	177,772
Payments												
Salaries	53,761	53,761	53,761	53,761	53,761	53,761	53,761	53,761	53,761	53,761	53,761	53,761
Tax & NI	-	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068
VAT	-	-	-	140,341	-	-	60,906	-	-	60,906	-	-
Pension		10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913
Other Expenses	-	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058
Total payments	53,761	136,801	136,801	277,142	136,801	136,801	197,707	136,801	136,801	197,707	136,801	136,801
Net Cash Flow	581,719	29,932	37,793	(102,546)	37,795	37,793	(23,111)	37,795	37,793	(19,934)	40,972	40,972
Balance brought Forward	0	581,719	611,651	649,445	546,898	584,693	622,486	599,375	637,170	674,963	655,029	696,001
Balance Carried forward	581,719	611,651	649,445	546,898	584,693	622,486	599,375	637,170	674,963	655,029	696,001	736,972

Balance Sheet

Non Current Assets

Current Assets

Debtors	15,725	23,588	23,588	23,588	23,588	23,588	23,588	23,588	23,588	23,588	23,588	23,588
Cash at Bank	581,719	611,651	649,445	546,898	584,693	622,486	599,375	637,170	674,963	655,029	696,001	736,972
	597,444	635,239	673,032	570,486	608,281	646,074	622,963	660,757	698,551	678,617	719,588	760,560
Current Liabilities												
Suppliers	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058	37,058
Social Security Costs	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068	35,068
VAT	99,737	120,039	140,341	20,302	40,604	60,906	20,302	40,604	60,906	20,832	41,663	62,495
Pension Liability	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913	10,913
Provision (Income in Advance)	397,175	397,175	397,175	397,175	397,175	397,175	397,175	397,175	397,175	399,822	402,470	405,118
Bank	0	0	0	0	0	0	0	0	0	0	0	0
	579,951	600,253	620,555	500,516	520,818	541,120	500,516	520,818	541,120	503,693	527,172	550,652
Total Net Assets	17,493	34,985	52,477	69,970	87,462	104,954	122,446	139,939	157,431	174,923	192,416	209,908

Reserves

Brought Forward	0	17,493	34,985	52,477	69,970	87,462	104,954	122,446	139,939	157,431	174,923	192,416
Net Resources Expended for Period	17,493	17,493	17,492	17,493	17,493	17,492	17,493	17,493	17,492	17,493	17,493	17,492
Carried Forward	17,493	34,985	52,477	69,970	87,462	104,954	122,446	139,939	157,431	174,923	192,416	209,908

BUSINESS PLAN

CASH FLOW

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Receipts												
Local Authority Funding	162,047	162,047	162,047	162,047	162,047	162,047	162,047	162,047	162,047	165,288	165,288	165,288
Other income	15,882	15,882	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040	16,040
Total Receipts	177,930	177,930	178,087	178,087	178,087	178,087	178,087	178,087	178,087	181,328	181,328	181,328
Payments												
Salaries	54,836	54,836	54,836	54,836	54,836	54,836	54,836	54,836	54,836	54,836	54,836	54,836
Tax & NI	35,068	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770
VAT	-	-	-	124,619	-	-	62,124	-	-	62,124	-	-
Pension	10,913	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131
Other Expenses	37,058	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799
Total payments	137,876	139,537	139,537	264,155	139,537	139,537	201,661	139,537	139,537	201,661	139,537	139,537
Net Cash Flow	40,054	38,393	38,550	(86,068)	38,550	38,550	(23,574)	38,550	38,550	(20,333)	41,791	41,791
Balance brought Forward	736,972	777,026	815,419	853,969	767,901	806,451	845,001	821,427	859,977	898,527	878,195	919,986
Balance Carried forward	777,026	815,419	853,969	767,901	806,451	845,001	821,427	859,977	898,527	878,195	919,986	961,777

Balance Sheet

Non Current Assets

Current Assets

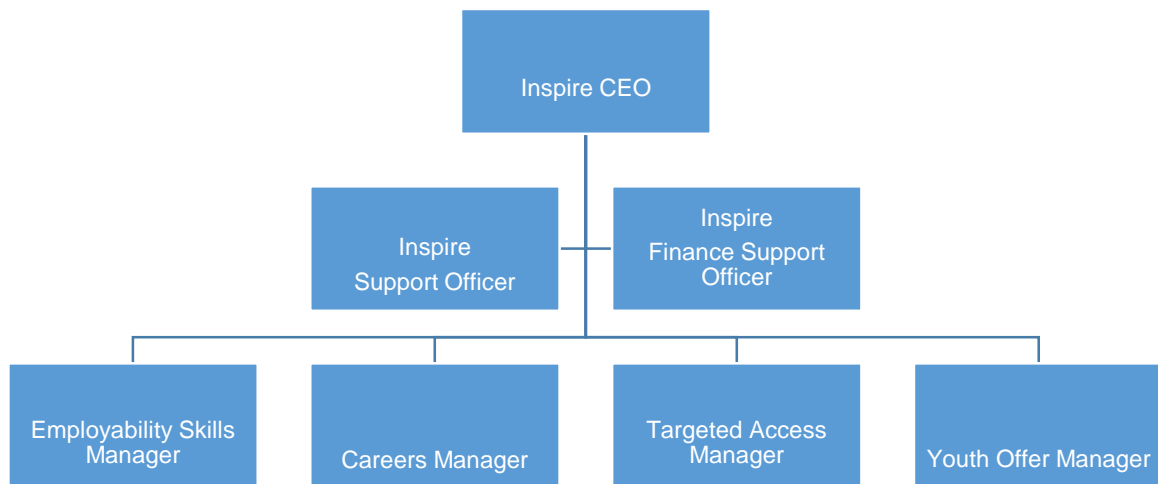
Debtors	23,745	23,902	23,902	23,902	23,902	23,902	23,902	23,902	23,902	23,902	23,902	23,902
Cash at Bank	777,026	815,419	853,969	767,901	806,451	845,001	821,427	859,977	898,527	878,195	919,986	961,777
Current Liabilities	800,771	839,321	877,871	791,803	830,353	868,903	845,329	883,879	922,429	902,097	943,888	985,679
Suppliers	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799	37,799
Social Security Costs	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770
VAT	83,203	103,911	124,619	20,708	41,416	62,124	20,708	41,416	62,124	21,248	42,496	63,744
Pension Liability	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131	11,131
Provision (Income in Advance)	405,118	405,118	405,118	405,118	405,118	405,118	405,118	405,118	405,118	407,819	410,520	413,221
Bank	0	0	0	0	0	0	0	0	0	0	0	0
Total Net Assets	227,750	245,592	263,434	281,276	299,118	316,960	334,803	352,645	370,487	388,329	406,171	424,013

Reserves

Brought Forward	209,908	227,750	245,592	263,434	281,276	299,118	316,960	334,803	352,645	370,487	388,329	406,171
Net Resources Expended for Period	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842	17,842
Carried Forward	227,750	245,592	263,434	281,276	299,118	316,960	334,803	352,645	370,487	388,329	406,171	424,013

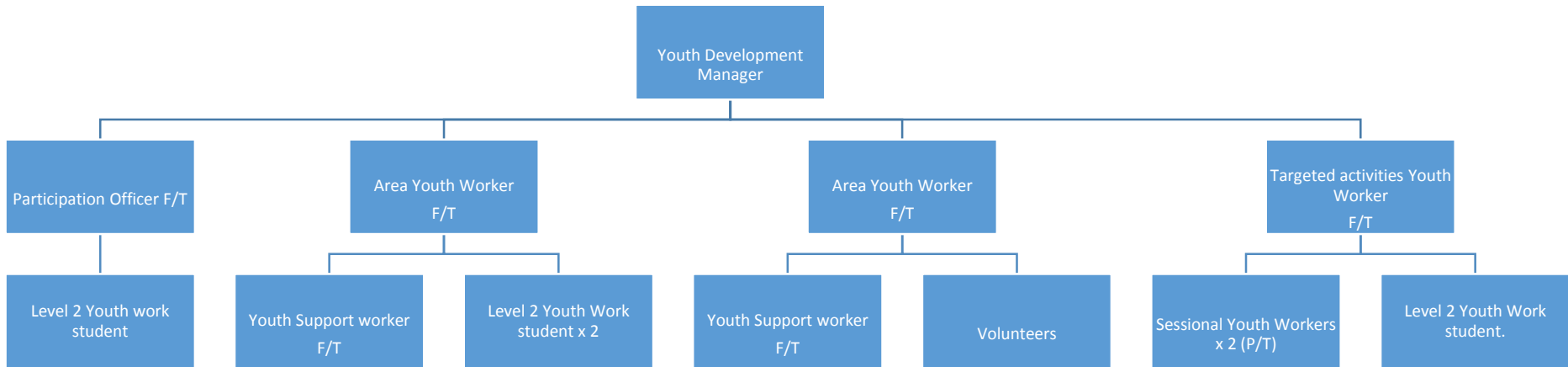
BUSINESS PLAN

Appendix 3 – Organisational Structure
Overall Structure



BUSINESS PLAN

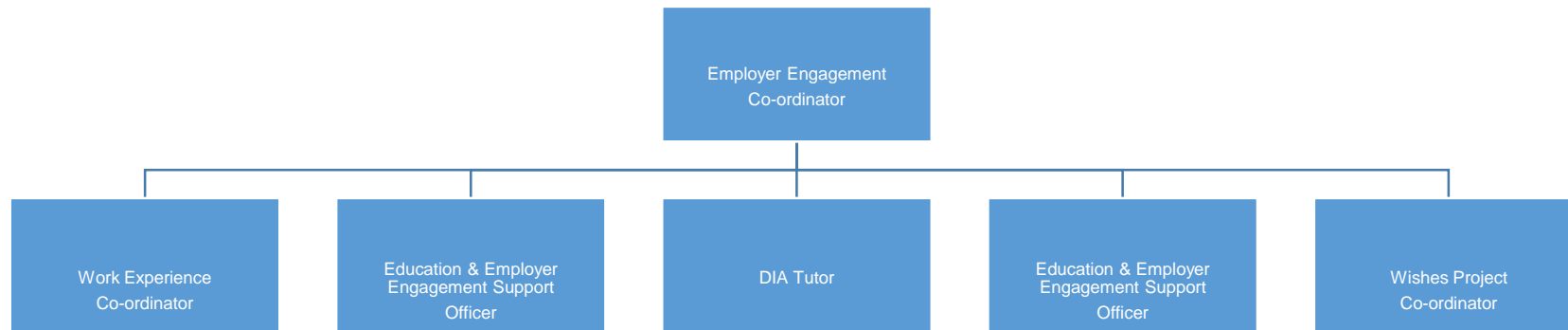
Youth Development Team



Page 50

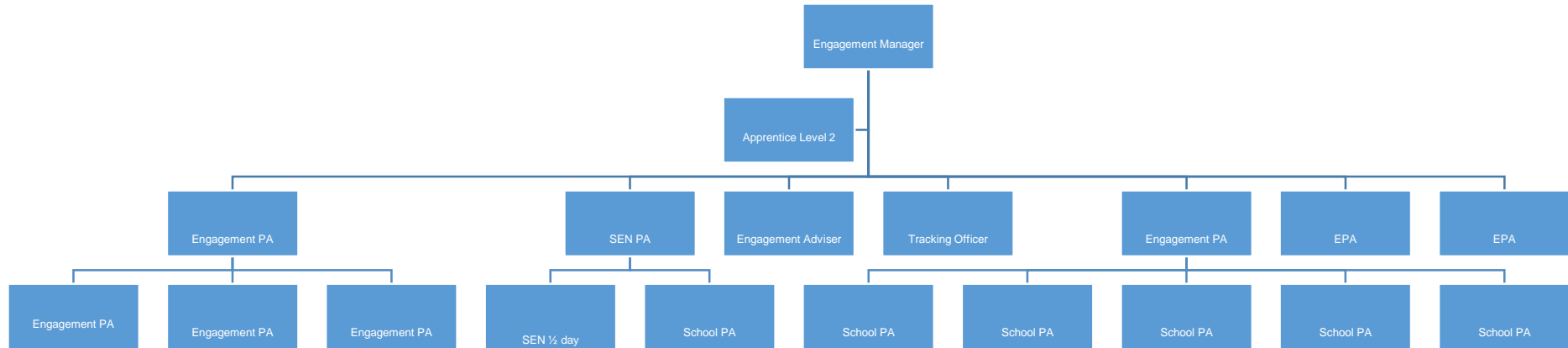
BUSINESS PLAN

Employability and Skills Team



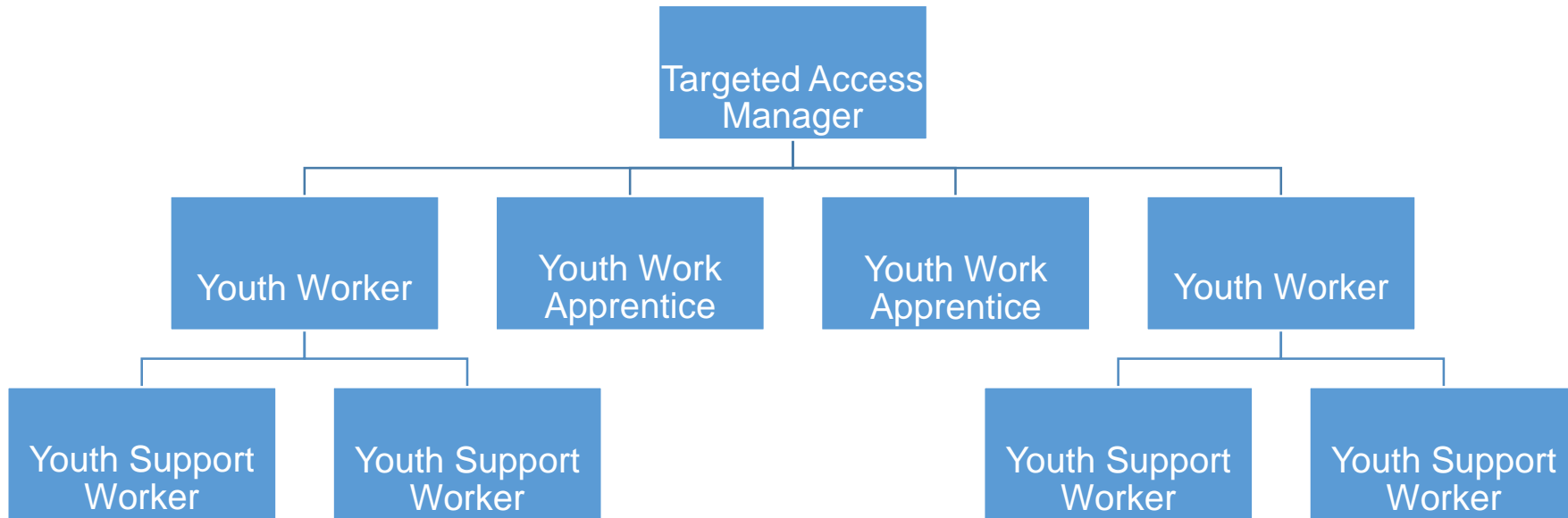
BUSINESS PLAN

Careers Team



BUSINESS PLAN

Targeted Access Team



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January 2015		Appendix 2
Children's Overview and Scrutiny Committee		
Youth Consultation – alternative ways of working to support young people across Thurrock		
Wards and communities affected: All	Key Decision: Children's Overview and Scrutiny to note the feedback in relation to the Youth Consultation	
Report of: Thurrock Youth Cabinet Michele Lucas, Interim Strategic Lead Learning and Skills		
Accountable Head of Service: Michele Lucas Interim Strategic Lead Learning & Skills		
Accountable Director: Carmel Littleton, Director of Children's Services		
This report is Public		

Executive Summary

To enable young people to contribute and inform the decisions around proposed reductions and the potential ways in which youth activities could continue over the next three years, the August Cabinet meeting requested that the Youth Cabinet oversee the development of a consultation to determine current provision and what young people see as the key priorities over the next three years.

With the Council currently facing difficult choices around where services can be reduced the Youth Cabinet were asked to develop a questionnaire that could be utilised to ask Thurrock young people a range of questions to gain a greater understanding of where youth activities were needed and how to continue to deliver the youth offer across Thurrock with a key emphasis of ensuring that young people are in a position to access the regeneration opportunities that are available locally.

In September 2014 a presentation was undertaken with the Youth Cabinet outlining the proposed savings and introducing an alternative delivery model for youth activities across Thurrock. In response to this presentation a small task and finish group was established to design a questionnaire (See Appendix One). The Youth Cabinet set a target of **200** responses – at the close of the consultation **383** had been completed.

1. Recommendation(s)

- 1.1.1 To note the consultation feedback undertaken and formally thank the Youth Cabinet for the work they undertook in developing and analysing the feedback.**
- 1.1.2 To establish a task and finish group from Children's Overview and Scrutiny to oversee the development of a report to Cabinet in relation to taking the youth offer out of the Council and placing it in an alternative delivery model.**
- 1.1.3 To use the findings of the youth survey to inform services for young people.**
- 1.1.4 To agree a timeline and reporting arrangements for the Children's Overview & Scrutiny Committee.**

2. Introduction and Background

- 2.1 In August 2013, the Cabinet received proposals for a reduction in the youth offer across Thurrock; to ensure that young people's views were sought in making these decisions they requested that the Youth Cabinet develop a questionnaire to seek young people's views.
- 2.2 The questionnaire was developed by a small task and finish group of the Youth Cabinet and was signed off in September by the full Youth Cabinet – the consultation went live on 8th October 2014 and closed on 14th November 2014.

3. Youth Services Survey Findings

- 3.1 The Youth Services Survey was completed by 383 young people; the age range was 11-19 with the highest response rate of 19% attributed to fifteen year olds.
- 3.2 The highest level of responses came from South Ockendon at 21%, Grays at 17% and Tilbury at 15% with the rest spread across a range of other wards within Thurrock.
- 3.3 The gender split was 61% young men and 39% young women.

4. Issues, Options and Analysis of Options. (Top Issues identified by young people who completed the survey)

3.1 Young people were asked if we should offer a more targeted approach to work across Thurrock, over 75% of the responses agreed that services should be targeted, in analysing this further the young people identified the following target groups:-

- NEET – young people who are not engaged in education employment or training
- Young people with a disability – many of the responses identified the need to provide more opportunities for young people with disabilities
- Young people living in poverty – one of the ways in which young people felt this could be addressed is by providing food in the youth hubs across Thurrock

3.2 The questionnaire also asked what young people believed the benefits were to accessing youth activities – the top three responses to this are outlined below:-

- Confidence – young people felt that gaining confidence and working as part of a team was a key benefit in accessing youth provision and that it was important that you learned skills which would equip you for work, the following is a quote from a young person accessing provision
- *“well where do we start, firstly the youth centre has helped me in building my confidence also it has made me a better person”*
- ‘Staying off the streets’ and keeping out of trouble, as well as undertaking something positive was a key benefit for many young people who completed the survey – the following is a quote from a young person who completed the survey
- *“Made friends. Stopped thieving”*
- Keeping active/healthy – many young people commented on this and the importance of a healthy lifestyle – the following is a quote from a young person who completed the survey.
- *“I think the youth centre is amazing, it helped me learn about drugs and alcohol and I did water rafting”*

3.3 The questionnaire also looked at what the top issues were facing young people in Thurrock, the top three are listed below:-

Lack of youth provision (lack of things to do, places to go and being bored – one of the many ways in which we are looking to address this is the up skilling of the local communities to provide a more universal approach, this has meant that we have offered a number of Level 2 youth work programmes to

colleagues from the community and have increased the universal provision locally.

Smoking & drugs – initial discussions have taken place with the Drug awareness teams across Thurrock to look at providing a more systematic approach to raising awareness, this area of work will be discussed at the Thurrock Education Alliance to consider whether this could form part of the work commissioned.

Crime ‘not feeling safe’ with a particular reference in relation to bullying – this is work that the Youth Cabinet have been campaigning on – one of the solutions identified is more police on the streets, this feedback will be given to the Crime & Disorder Partnership to look at the strategic deployment and perhaps campaign around young people’s safety.

The final question looked at whether young people would be prepared to pay for some activities, the majority of young people agreed that they would be prepared to pay a small fee, but referenced the fact that if young people struggled to pay then this should not stop young people accessing services.

4. Reasons for Recommendation

- 4.1 The Youth Cabinet have developed a questionnaire that clearly outlines some of the key priorities over the next three years, and are supportive of the opportunity of taking youth activities out of the Council into an alternative model for delivery – this will enable young people to access high quality services and ensure that they are in a position to participate in and be part of the exciting regeneration agenda, with a view to promoting the Council’s key target of ensuring Thurrock young people access the future managerial jobs.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The Children’s O&S Committee wish to establish a task and finish group make up of members to support the development of an alternative model of delivering youth related activities across Thurrock.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The youth activities directly contributes to Thurrock Council priorities 1 and 2:
- **Create a great place for learning and opportunity**
 - **Encourage and promote job creation and economic prosperity**

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
kgoodacre@thurrock.gov.uk
Finance Manager – Children’s Services

With the potential to develop an alternative model of delivery for youth activities we would need to work closely with finance to look at a financial model going forward – this would include some financial modelling of services, recognising the need for the Council to realise the savings that have already been agreed by Cabinet.

7.2 Legal

Implications verified by: **Lucinda Bell**
Lucinda.Bell@BDTLegal.org.uk
Education Lawyer

The Committee is asked to note the report content, and make decisions that are within the remit of the Committee’s terms of reference and powers.

7.3 Diversity and Equality

Implications verified by: **Becky Price**
REPrice@thurrock.gov.uk

In giving young people the opportunity to fully engage in the decision making around the current provision and the ongoing development over the next three years recognising the need to reduce budgets we have ensured that we have undertaken both the consultation and some focus groups attended by members of the Youth Cabinet. In the development of proposals we will need to ensure that we address the issues of engaging with vulnerable groups to ensure that they have the opportunity to contribute to the debate, this will be achieved by using a number of our networks within the community to ensure that we give vulnerable young people the opportunity to inform the decisions made around services.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

9. **Appendices to the report**

Appendix 1 Questionnaire
Appendix 2 Survey report

Report Author:

Thurrock Youth Cabinet

Michele Lucas

Interim Strategic Lead Learning and Skills

July 2015		Appendix 3
Children’s Overview and Scrutiny Committee		
Staff Consultation – alternative ways of working to support young people across Thurrock		
Wards and communities affected: All	Key Decision: Children’s Overview and Scrutiny to note the feedback in relation to the Staff Consultation	
Report of Kate Kozlova-Boran – Engagement Manager		
Accountable Service Manager: Michele Lucas		
Accountable Director: Carmel Littleton		
This report is: Public		

Executive Summary

This report outlines the feedback gained from staff around the development of an alternative delivery model for youth related activities. The purpose was to enable staff to contribute and inform decisions around the opportunity to develop a staff mutual relating to young people’s services. This work forms a suite of reports to present to Children’s Overview & Scrutiny regarding the proposal to “spin out” youth related activities. The approach used was the development of a staff questionnaire to determine staff feelings and attitudes towards moving forward into a charity and what staff see as the key priorities over the next five years.

To facilitate this work one of our managers has undertaken a Master’s degree and the focus of this work is around development of an organisation in which staff have a voice and a way to influence decisions going forward.

To support the business plan development a questionnaire (see appendix one) was developed which included input from both staff and the university of Essex to enable the project team to both engage with and plan future communication around the development of a Charitable Trust.

A target of 100% completion was set and 93% was achieved.

1. Recommendation(s)

- 1.1.1 To establish a Staff Advisory Shadow Board to oversee the consultation and communication with staff during the process of the transition of youth related services.**
- 1.1.2 To note the findings and use them to support the development of a communication strategy around the development of a Charitable Trust.**
- 1.1.3 To use the findings of the Staff Questionnaire to inform services for young people and local communities.**
- 1.1.4 To implement the findings of the Staff Questionnaire to form the basis Staff Skills Audit to identify any potential gaps in skills and/or inform future training/recruitment objectives.**

2. Introduction and Background

- 2.1** In August 2013, Cabinet received proposals for a reduction in the youth offer across Thurrock. As a result of this decision a project group was established to develop alternative proposals for the delivery of youth related activities. To support this piece of work, the project group took advantage of training offered by the Cabinet Office to ensure that staff views were sought and heard in making these decisions. Prior to the Questionnaire being put together staff were encouraged to meet with staff from Epic, UK's first youth Mutual in the Royal Borough of Chelsea and Kensington to seek their views on their journey into a Mutual. Views from staff were collated and the two main themes (lack of communication and lack of specific skills) were taken into account and informed the final (version 9) of the Questionnaire. This meant that from the start staff had had an input in shaping the questionnaire and developed as ownership of the process.
- 2.2** The questionnaire was, therefore, developed by the Engagement Manager in consultation with staff members who had gone on a visit to Epic. The questionnaire went live on 12th June 2015 and closed on 26th June 2015.

3. Staff Questionnaire Findings

- 3.1** The Staff Questionnaire was completed by 36 staff members out of 39, 93% achievement.
- 3.2** The highest level of responses came in the first 4 days of the questionnaire going out to staff.
- 3.3.** The comments section was populated by 10 members of staff, 28% of the respondents which provided a detailed view to the questions.

4. Issues, Options and Analysis of Options. (Top Issues identified by staff who completed the survey)

4.0 The questionnaire's focus was around feelings and attitudes of staff members towards moving towards a new charitable trust out of the Local Authority. The top issues were identified throughout the questionnaire and the main focus was around staff's concerns around the current terms and conditions and the impact on young people.

4.1 Staff's concerns with regards to their Terms and Conditions. The top three responses are outlined below:-

- The process being stressful – staff felt that too many pressures were exerted on them during the process – the following is a quote from one of staff members:
- “Managing the day job/growing existing business AND developing knowledge/skills/deals/new partnerships needed for a new business is stressful and unsustainable”
- Staff wanted to have more ownership throughout the process as well as when the new company was formed – staff felt that the service had already established a good name for itself in the local community and wanted to make sure that all the local knowledge was not lost and, more importantly, was used as a sound foundation for future business – the following quote from staff confirms the point:
- “Ownership, people need to feel responsible and the work is quite personal to them...”
- Staff felt they wanted a robust communication process and to be updated on the new developments concerning the spin out – the following are two quotes from two staff members:
- “I ...would like to be consulted more”
- “Need more updates. Perhaps some FAQ online”

4.2 Staff's views with regard to the offer to Young People of Thurrock. The top three responses are outlined below:-

- Concern for funding opportunities for young people – the following quotes from two of members of staff:
- “ I have yet to be persuaded that the new service will be robust enough to survive in the private sector or that it will be able to compete against other similar private sector companies in terms of attracting sufficient funding to allow the company to grow in the future”
- “impact on delivery to schools / young peoples services”
- Developing understanding around what services could be delivered for young people – the following is a quote from one staff member
- “I am intrigued in what services we will be able to offer young people...”

- Staff strongly felt the need for a voice of young people – the following is a quote from one staff member
- “I hope there will always be a forum of service for local young people...”

4.3 Staff’s views with regard to the new company, its sustainability, longevity, quality and self-sufficiency

- Staff needed reassurances that there will be sufficient opportunities for sustaining and growing the newly formed business – the following quote from a member of staff:
 - “...attracting sufficient funding to allow the company to grow in the future”
 - “I am extremely concerned about the prospect of coming out of the LA for both personal and professional reasons:...experience to run a successful business/company of this nature...”
- Staff were concerned that staff members might start leaving which would impact on the rest of the remaining staff – the following is a quote from one staff member
- “I am concerned that if people start to leave how this will impact on those who stay for example, being asked to cover each other’s responsibilities including our own”.

4. Reasons for Recommendation

- 4.1 The findings of Staff Questionnaire clearly outline some of the key priorities that senior management face over the period of time in terms of staff engagement and involvement, communication strategy as well as making sure the service is robust in its work with young people, the community and staff members.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 Consultation with staff around the new development of an organisation which is young people focused.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The youth activities directly contribute to Thurrock Council priorities 1 and 2:

- **Create a great place for learning and opportunity**
- **Encourage and promote job creation and economic prosperity**

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**

kgoodacre@thurrock.gov.uk

**Finance Manager – Children’s Services
01375 652466**

With the potential to develop an alternative model of delivery for youth activities we would need to work closely with finance to look at a financial model going forward – this would include some financial modelling of services, recognising the need for the Council to realise the savings that have already been agreed by Cabinet.

7.2 Legal

Implications verified by: **Lucinda Bell**

Lucinda.Bell@BDTLegal.org.uk

Education Lawyer - 07805 827051

The Committee is asked to note the report content, and make two decisions, both of which are within the remit of the Committee’s terms of reference and powers.

7.3 Diversity and Equality

Implications verified by: **Teresa Evans Equalities and Cohesion Officer**

tevens@thurrock.gov.uk

In giving staff the opportunity to fully engage in the decision making around the current provision and the ongoing development over the next five years recognising the need to reduce budgets we have ensured that we have undertaken both the consultation and some focus groups attended by members of staff. In the development of proposals we will need to ensure that we address the issues of engaging with vulnerable groups to ensure that they have the opportunity to contribute to the debate, this will be achieved by using a number of our networks within the community to ensure that we give vulnerable young people the opportunity to inform the decisions made around services.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

9. **Appendices to the report**

Appendix 1 Questionnaire

Appendix 2 Questionnaire Analysis

Report Author:

15 September 2015	ITEM: 6
Children’s Services Overview and Scrutiny Committee	
Nursery Provision in East Tilbury	
Wards and communities affected: All	Key Decision: All
Report of: Roger Edwardson – Strategic Leader School Improvement, Learning and Skills	
Accountable Head of Service: Roger Edwardson, Interim Strategic Leader School Improvement, Learning and Skills	
Accountable Director: Carmel Littleton, Director of Children’s Services	
This report is public	

Executive Summary

Overview and Scrutiny Committee are asked to consider the childcare provision in East Tilbury. Currently there is sufficient provision in the area, also taking account of the planned housing development. Unfortunately, there has been a breakdown in arrangements between East Tilbury Primary School (part of St. Clere’s Academy Trust) and the Directors of Little Angel’s Day Care who share the school site.

In addition, a new provider has opened in Linford offering day care to families in the area.

Following the transfer of the landlord responsibilities to the Academy Trust, the local authority will continue to work to rebuild relationships recognising the responsibility for the land no longer lies with the local authority.

1. Recommendation(s)

1.1 Children’s Overview and Scrutiny Committee is requested to comment upon the actions taken to date and any further actions which should be taken by the Council to resolve the current situation.

2. Introduction and Background

As part of the legal requirement to determine whether there is sufficient childcare provision across the borough the Council must regularly monitor childcare provision and takes into account planned housing developments in

the area. The Council continues to be keen to consult with parents and providers to ensure provision will meet current and future needs.

In East Tilbury we have two providers who have shared the East Tilbury Primary School site for the last 7 years. However, since gaining academy status there has arisen a number of differences between Little Angel Day Nursery (“LADN”) and East Tilbury Primary School (“ETPS”) which now forms part of the St. Clere’s Co-operative Academy Trust (“St. Clere’s”).

In 2008, the Council agreed to let, by way of a 75 year lease, to the Directors of Little Angels Day Nursery (LADN) an area of land within the boundary of the ETPS site. LADN constructed, at their own expense, a new single storey modular building on the site. The lease contains a covenant, by the Landlord at clause 4(3) *“Not to use the adjoining property for the provision of nursery care and wraparound care for children between the ages of 0 and 11 years and further the Landlord will be permitted to retain any nursery class or classes it has in the Adjoining Property providing facilities for children is from the age of 4 years upwards.”*

The Council was made aware that a dispute had arisen between St. Clere’s and LADN under the guise of a previous agreement which allowed the school to operate a nursery on the site. Historically, the two respective organisations had a very cordial relationship whereby children transferred to the school in the summer term prior to entry into the reception class. The above dispute has clearly strained the relationship and the council were approached by both parties to provide support to the respective organisations with a view to resolving the dispute.

Following conversion of both the infant and junior schools, initially to “Foundation Status” and subsequently to Academy Status in 2012, the council no longer had a legal interest in the land which is the subject matter of the dispute. It was agreed however to facilitate a dialogue, and in this regard an external consultant was engaged with a view to finding a satisfactory solution for both parties.

It proved impossible to reconcile the situation despite the best endeavours of all involved. Despite the Council’s efforts to resolve the dispute, unfortunately the situation subsequently deteriorated further with the threat of an injunction being issued by LADN to St. Clere’s alleging that they are in breach of the above mentioned covenant and they will be stopped from running nursery provision and after school activities at their site.

In light of this action, St. Clere’s Trust informed parents at the end of the summer term 2015 that the school’s nursery provision will be closed and there will be no nursery intake at the school from September 2015. LADN will

continue to provide full day care and sessional provision for East Tilbury families as usual.

East Tilbury Primary School (ETPS) have also informed parents that they have ceased to offer extra-curricular activities including sports clubs. Clearly this decision is a matter for the school. However, from a Local Authority perspective extra-curricular activities cannot be considered as a part of wraparound care.

The Council is continuing to work to offer choice for child care provision in the East Tilbury Ward. To this end, new provision has been developed by Sparkling Angels Child Care Ltd. using Linford Village Hall for sessional provision from September 2015. Sparkling Angels already make sessional provision for child care in Chadwell St. Mary's and Stanford Le Hope. In addition, they also operate a day nursery, also in Stanford Le Hope.

Sufficiency of Early Years places

There are a total of 72 x 3 hourly sessions at Little Angels Day Nursery from 3pm to 6pm. Some families have decided not to take these sessions. LADN also accepts children from outside the East Tilbury ward which puts pressure on the availability of places for local children.

The opening of Sparkling Angels Pre-school at Linford, which does include provision for outdoor play, has also increased childcare places by 40 x 15 hour places. At the last conversation with the provider on 27th July 2015, she indicated that the current take up of places for September 2015 is nine children. The pre-school, therefore, has capacity for further children. Ofsted confirmed, having visited the pre-school premises, that the new setting is suitable for early year's provision.

3. Issues, Options and Analysis of Options

- 3.1 LA officers held a meeting with the ETPS parents at their request at the end of the summer term 2015, in order to assist them appreciate decisions which were taken based upon the circumstances and the facts at that time, in 2008, it would appear the Council agreed to the restrictive clause in the lease to ensure the viability of the childcare provider.

The private provider had put significant capital investment into the construction of the nursery and children's centre building. In turn, the provider wanted to ensure that the Council were unable to set up a similar institution in the adjoining land. It has to be acknowledged that this restriction only applied to the adjoining land upon which the Council then had a Maintained School. Such a risk was manageable by the Council as it owned the land. The school's nursery co-existed with the private provider for a number of years. However the circumstances partly changed with the process of the maintained school becoming a Foundation and then an Academy under the Academy Act 2010. In these circumstances the Council ceased to be the owner of the land.

Notwithstanding the fact that the Council is no longer the owner of the land, the Council is keen to restore the semblances of that original arrangement that existed between the parties and will continue to try to use its influence to bring this about.

4. Future Demand

The national increase to 30 hours childcare is due to commence in 2017 for working parents only. This increase will provide opportunities for any early education providers in the Local Authority. The Local Authority is committed to working with local providers and others to secure this capacity. In the East Tilbury ward there is capacity for a further 150 placements which is judged as sufficient for any future developments. This is kept under review through the Childcare Sufficiency Duty.

5. Reasons for Recommendation

- 5.1 The Overview and Scrutiny Committee is requested to comment on the contents of the report and to suggest an approach that might help resolve the position.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 This report relates to creating a great place for learning and opportunity
- 6.2 Encourage and promote job creation and economic prosperity.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Chief Accountant
JWilson2@thurrock.gov.uk

The land has been owned by St. Clere's since 2012 when it became an Academy. St. Clere's sub-lets the land to Little Angels Day Nursery who pays them the annual rent. The Council has no interest in the land and buildings of the St. Clere's Academy Trust and hence there are no financial implications relating to this site. The report relates to the facilitation of dispute resolution between two parties and hence there are no further financial implications for the Council.

7.2 Legal

Implications verified by: **Lucinda Bell**
Lucinda.Bell@bdtlegal.org.uk

None – for discussion and noting only.
Legal Services (Helen Graydon) has provided information and support to the new landlord with regard to the issue of a rent review following transfer of landlord responsibilities to St. Clere's Academy Trust.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**
NWarren@thurrock.gov.uk

This report is for comment and noting only. There are no diversity and equality implications.

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- None.

9. Appendices to the report

- None.

Report Author:

Roger Edwardson
Interim Strategic Leader School Improvement, Learning and Skills
Children's Services

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15 September 2015	ITEM: 7
Children’s Services Overview and Scrutiny Committee	
Child Sexual Exploitation – Action Plan	
Wards and communities affected: All	Key Decision:
Report of: Andrew Carter	
Accountable Head of Service: Andrew Carter	
Accountable Director: Carmel Littleton. Director of Children’s Services	
This report is Public	

Executive Summary

1.1 This report is to present the revised Child Sexual Exploitation Action Plan 2015-16 and provide an update on the CSE actions since the Child Sexual Exploitation – Update report to Children’s Overview and Scrutiny on 11th March 2015. This report has been requested by the Committee and is for the purpose of updating the committee on progress against the CSE Action Plan.

1. Recommendation(s)

1.1 For the committee to endorse the revised action plan and to add to the committee’s work plan for robust ongoing scrutiny.

2. Introduction and Background

2.1 Please see the attached report: Child Sexual Exploitation – Update, presented to the 11th March 2015 Overview and Scrutiny Committee.

2.2 Child Sexual exploitation (CSE) is a form of child abuse which involves children, male and female who are under the age of eighteen and subjected to exploitive relationships, violence, coercion and intimidation. Perpetrators of child sexual exploitation are found in all parts of the country and are not restricted to particular ethnic groups. Child sexual exploitation can also occur through the use of technology without the child’s immediate recognition. Exploitative relationships are characterised in the main by the child or young person’s lack of ‘availability of choice’ resulting from their social/economic and/or emotional vulnerability and can have serious long term impact on every aspect of their life, health and education.

- 2.3 Local Safeguarding Children Boards (LSCBs) are responsible for ensuring that: (a) appropriate local procedures are in place to tackle child sexual exploitation(CSE); (b) that frontline practitioners are aware of those procedures and how they relate to their own area of responsibility, and (c) that all actions undertaken focus on the needs of the child.
- 2.4 National action plans have recommend that LSCBs develop an effective local strategy ensuring there is a co-ordinated multi-agency response to CSE which builds upon and incorporates a range of successful strategic initiatives which includes: early identification through effective information sharing, underpinned by robust risk assessments and awareness raising across front line practitioners, local communities, children and young people.
- 2.5 We must recognise the well evidenced links between CSE and children who go missing and agencies must work together to: reduce incidents of missing, to locate the child and to learn from the child's experiences. Agencies have a joint responsibility to prevent children from becoming victims of CSE and to protect them from further risk of harm.
- 2.6 Sexual exploitation of children and young people is completely unacceptable and tackling it remains one of the most important challenges for Safeguarding Children's Boards, nationally, regionally and across S.E.T (Southend, Essex and Thurrock) authorities.

3. Issues, Options and Analysis of Options

- 3.1 As in the previous reports to committee this analysis has been structured using the headings below from the Ofsted Thematic Review into Child Sexual Exploitation - <https://www.gov.uk/government/publications/sexual-exploitation-of-children-ofsted-thematic-report> - and the requirements within that review for local authorities.
- 3.2 **Improve management oversight of assessments, plans and case review arrangements**
- 3.2.1 A review has been completed of current and historic cases where CSE might be suspected over the past 5 years.
- 3.2.2 A dedicated Practitioner and Manager are in post to drive forward the strategic and operation objectives re: CSE.
- 3.2.3 A Peer Review of CSE processes in Thurrock and Southend was completed in July 2015.
- 3.2.4 Weekly tracking sheets re: children missing and CSE risks are provided to the Director of Children's Services and Head of Children's Social Care
- 3.2.5 The Thurrock MASE (Multi-Agency Sexual Exploitation) Panel is now established and meets on a 6 weekly basis to review the strategic planning for

CSE in Thurrock and link into the strategic planning across the S.E.T, Children Sexual Exploitation Group.

- 3.2.6 The multi-agency, Risk Assessment Group (RAG), continues to meet on a fortnightly basis to review cases where there are concerns re: risks, including CSE, Missing and sexually inappropriate behaviour.
- 3.2.7 Effective data collection has been an issue for Children's Services within the current IT system and reliance is maintained on spreadsheets.
- 3.2.8 To address this Children's Social Care have purchased a CSE Workspace to add to the current Integrated Children's System. This IT system will allow for better data capture and analysis.

3.3 Every child returning from a missing episode is given a return interview

- 3.3.1 'Returning interviews' have been commissioned from the organisation Open Door and all young people who go missing must be referred for a returning interview.
- 3.3.2 The Risk Assessment Group is monitoring the referral process and the efficiency of this. Changes are being introduced to make the referral process quicker and easier.
- 3.3.3 Tracking and follow up is in place to monitor those young people who go missing on repeat occasions but decline to have a 'returning interview'.
- 3.3.4 Where interviews have been completed these are proving to be a valuable source of information to protect and support young people.

3.4 Schools and the local authority cross-reference absence information with risk assessments for individual children and young people

- 3.4.1 Children missing education are closely monitored by Children's Services. A monthly surgery is chaired by the DCS and actions monitored to ensure that children are in appropriate educational provision and safeguarded. Children missing education are considered at the RAG panel where there are additional concerns about their welfare. All schools are regularly reminded about their duties to offer a full time education to children on roll. Visits from a home education consultant are offered to families who choose to educate their children otherwise than at school.

3.5 Establish a targeted preventative and self-protection programme on child sexual exploitation for looked after children

- 3.5.1 Aspects of the programme are now in place and we continue to consult with the Children in Care Council. A full programme to support the individual work

that is already in place is planned for implementation by the end of September 2015.

3.6 Local authorities and partners:

- **Develop and publish a CSE action plan; progress should be regularly shared with strategic boards and senior leaders**

3.6.1 A revised local CSE Action Plan (see attached) and CSE Strategy are in place.

3.7 Proactive sharing of information and intelligence

3.7.1 Clear information sharing procedures are in place and supported by the MASH, MASE, RAG and S.E.T, Child Sexual Exploitation Panels / Groups.

3.8 Consider using child sexual exploitation assessment tools

3.8.1 Child Sexual Exploitation risk assessment toolkits are in place and their use is being monitored. Children identified as a medium to high risk are referred to the RAG Panel and a strategy meeting is required under child protection procedures.

3.9 Have sufficient therapeutic support available

3.9.1 Targeted and effective support for victims is available from SERICC (South Essex Rape and Incest Crisis Centre). The direct support and intervention available to young people via SERICC is seen as a local area of strength.

3.9.2 The specific commissioning arrangements in place with Thurrock Council mean that SERICC are able to offer support and intervention to both girls and boys (young men and women).

3.9.3 As part of local commissioning and sufficiency processes, Thurrock Council continue to review the current provision available to identify any gaps and ensure that the offer of support is comprehensive (particularly across genders).

3.10 Experiences of victims and families should inform strategies and plans

3.10.1 We continue to review plans and acknowledge that greater action is needed to fully co-produce our strategies and plans. This area of work has not progressed as quickly as we would like and is a priority area for development, however, feedback from SERICC is regularly sought to inform strategy and operations.

3.11 Enable professionals to build stable, trusting and lasting relationships with children and young people

3.11.1 We continue to promote and develop relationship based social work and direct work with children and young people to allow meaningful relationships. We have clear strategies and actions in place to retain and recruit a permanent workforce.

3.12 Effectiveness of local schools in raising awareness

3.12.1 Extensive e-safety and awareness raising campaigns have and continue to be undertaken with schools including the Walk Online campaign which reached over 5000 children in Thurrock.

3.12.2 We are working with schools to see increased awareness raising within PHSE programmes.

3.12.3 Education services are represented as part of the RAG and we are looking to include school representation within the Multi-Agency Sexual Exploitation panel.

4. Reasons for Recommendation

4.1 To continually review and ensure the effectiveness of local responses to CSE.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 N/A

6. Impact on corporate policies, priorities, performance and community impact

To be effective strategies to disrupt and prevent CSE must incorporate the full functions of the Council and its partners.

7. Implications

7.1 Financial

**Implications verified by: Nicola Wright
Finance Officer**

The CSE Strategic and Practitioner posts are not within the core budget for CATO and the additional funding for these posts will need to be identified.

7.2 Legal

Implications verified by: Lindsey Marks
Principal Solicitor Children's Safeguarding.

The council has a clear legal duty to safeguard children and the measures as set out in the action plan are integral to the council meeting its legal responsibilities for safeguarding, crime prevention and community safety.

7.3 Diversity and Equality

Implications verified by: Natalie Warren
Community Development and Equalities Manager

CSE procedures must equally protect boys (young men) and girls (young women) and respond appropriately to their needs based on their racial, religious, cultural, linguistic, sexual orientation or other needs.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Child Sexual Exploitation Action Plan 2015-16
- 15.3.15 Overview and Scrutiny Report: Child Sexual Exploitation - Update

9. Appendices to the report

- Child Sexual Exploitation Action Plan 2015-16
- 15.3.15 Overview and Scrutiny Report: Child Sexual Exploitation - Update
- Ofsted Thematic - the sexual exploitation of children: it couldn't happen here, could it? <https://www.gov.uk/government/publications/sexual-exploitation-of-children-ofsted-thematic-report>

Report Author:

Andrew Carter
Head of Service

Thurrock

Child Sexual Exploitation

Action Plan 2015 - 2016

Statement of Intent

Child sexual exploitation (CSE) is a form of child abuse which involves children, male and female who are under the age of eighteen and subjected to exploitive relationships, violence, coercion and intimidation. Perpetrators of child sexual exploitation are found in all parts of the country and are not restricted to particular ethnic groups. Child sexual exploitation can also occur through the use of technology without the child's immediate recognition. Exploitative relationships are characterised in the main by the child or young person's lack of 'availability of choice' resulting from their social/economic and/or emotional vulnerability and can have serious long term impact on every aspect of their life, health and education.

Local Safeguarding Children Boards (LSCBs) are responsible for ensuring that: (a) appropriate local procedures are in place to tackle child sexual exploitation(CSE); (b) that frontline practitioners are aware of those procedures and how they relate to their own area of responsibility, and (c) that all actions undertaken focus on the needs of the child.

A number of national action plans have recommend that LSCBs develop an effective local strategy ensuring there is a co-ordinated multi-agency response to CSE which builds upon and incorporates a range of successful strategic initiatives which includes: early identification through effective information sharing, underpinned by robust risk assessments and awareness raising across front line practitioners, local communities, children and young people.

We must recognise the well evidenced links between CSE and children who go missing and agencies must work together to: reduce incidents of missing, to locate the child and to learn from the child's experiences. Agencies have a joint responsibility to prevent children from becoming victims of CSE and to protect them from further risk of harm.

Sexual exploitation of children and young people is completely unacceptable and tackling it remains one of the most important challenges for Safeguarding Children's Boards, nationally, regionally and across S.E.T (Southend, Essex and Thurrock) authorities.

<p>To include data on victims, perpetrators and locations.</p> <p>Monitor ongoing prevalence and response</p> <p>Co-ordinate links between intelligence relating to gang activity, missing children, and CSE, to ensure a comprehensive overview of networks of children who are at risk.</p> <p>Develop an effective missing prevention framework aimed at young people within universal settings</p> <p>Review effectiveness of information sharing in relation to CSE and develop new protocol if required</p>	<p>Each agency to review and enhance IT systems to support effective data collection and analysis.</p>				<p>A</p> <p>G</p> <p>G</p> <p>A</p> <p>G</p>
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THEME	PREVENTION Aim: To ensure there is maximum awareness amongst professionals in universal and specialist services of their role in identifying and addressing CSE and protecting children who go missing. To ensure children and young people have the right information and provision to help keep them safe and make healthy choices.				
	1.2 Raising Awareness				
ACTION	OUTPUT	OUTCOMES	LEAD AGENCY	TIMESCALE	RAG STATUS
Developing awareness amongst professionals, parents, communities and local businesses Publicise role and contact details of CSE Champions, Leads, and RAG and MASE networks Review available publicity materials to raise awareness of CSE to inform local materials and disseminate to all key agencies Develop and distribute at a glance info leaflets	Sharing of risk factors, training and targeting of specific businesses e.g B&B, taxi companies, fast food outlets, etc. Wide range of literature and flyers, school based programme and support available Promoting positive relationships work in schools for children including giving and getting consent	Increased referrals from professionals and local businesses Children and young people feel better equipped and more resilient and know who to talk to. Improved network of universal and targeted services and increased number of children supported at an early stage. Children and young people are safer because the children's	LSCB CHILDREN SERVICES POLICE EDUCATION HEALTH	October 2015	G G G A

<p>defining CSE, key risks and indicators and specifying local support pathways</p> <p>Review existing LSCB training offer to ensure it reflects agreed understanding, processes resulting from the LSCB CSE strategy – this to also include single agency training. To be reported quarterly.</p> <p>Report on participation in specialist training by relevant sections of the workforce and set targets as appropriate.</p> <p>Develop / review communication strategy, resource pack and PHSE curriculum links in relation to CSE and related risks to young people for school and youth</p>		<p>workforce, parents/carers and wider community are able to identify those at risk of sexual exploitation and seek support.</p>			<p style="text-align: center;">A</p> <p style="text-align: center;">G</p> <p style="text-align: center;">A</p>
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<p>providers.</p> <p>Develop, confirm and communicate flowchart, protocol to show support and services for CSE and related risks.</p> <p>Early Intervention, Targeted Youth, Troubled Families, Voluntary Organisations and Universal Services to collaborate closely to ensure wide reach into the community for prevention and that children who are affected can receive the support they require.</p> <p>Organise an annual CSE and /or Missing poster Campaign to increase understanding of CSE in the professional and wider community so that they are part of preventing and</p>					<p>G</p> <p>A</p> <p>G</p>
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responding to the problem.					A
Consultation to take place with victims of CSE and wider youth groups regarding the effectiveness of the strategy from their perspective.					
THEME	PREVENTION Aim: Children and young people are safer because there are clear processes to share concerns about child sexual exploitation and information is analysed to build a picture of activity and learning is shared				
	1.3 ASSESSMENTS				
ACTION	OUTPUT	OUTCOMES	LEAD OFFICER	TIMESCALE	RAG STATUS
Increased use of the risk assessment tool kit by professionals	Tool incorporates and analyses risk	Early identification of CSE, children and young people are safer because there is a clear framework including risk assessment model available to support the workforce and respond to those at risk of harm / being harmed via child sexual exploitation	LSCB CHILDREN SERVICES POLICE EDUCATION HEALTH	NOVEMBER 2015	G
Professionals know what to do when a CSE concern emerges	Menu of early indicators, signs, behaviour of CSE to inform identification and early intervention practices				A
Develop, confirm and communicate flowchart and protocol	In all cases children and young people going missing, the risk of CSE,				G

<p>to show pathway to support and services for CSE and related risk</p> <p>Define and confirm how intelligence will be gathered and addressed for levels of needs below the statutory threshold</p> <p>Maintain a clear referral pathway for all categories of CSE.</p> <p>Review the role of the CSE practitioner for consultation, advice and planning in relation to individual children and identifying best practice</p> <p>Review sufficiency of borough based specialist services for CSE.</p>	<p>is specifically considered - safe and well visit; return home interviews</p> <p>Random CSE risk assessments carried out by CSC practitioners and other agencies selected for quality assurance by the RAG group from September 2015</p> <p>Promote partnership working and effective information sharing</p>	<p>Better support and outcome for children who go missing</p> <p>Risk assessment clearly recorded on the child's file</p> <p>Voice of the child - Children feel better protected</p> <p>Professionals feel better enabled in dealing with CSE.</p> <p>Children and young people are safer because the children's workforce is able to identify those at risk of harm via sexual exploitation and take action to prevent harm</p> <p>Children and young people are safer because the children's workforce and capacity to gather data and make links. CSE champions / leads provide expert advice</p>			<p>A</p> <p>G</p> <p>G</p> <p>A</p>
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<p>Confirm and communicate services available and referral pathways for young adults at risk of CSE.</p>		<p>to support the workforce, gather data and make links.</p>			<p style="text-align: center;">A</p>
<p>THEME</p>	<p>PROTECTION Aim: Children and young people are safer because the workforce is able to identify and share best practice of victim care and investigation strategies; ensure all investigative opportunities are identified and the potential for recovery of forensic evidence is maximised; to ensure every child referred to Social Care and or Targeted services are risk assessed for CSE to the agreed standard and if CSE is identified; manage the associated risks as part of the child's safety / care plan; to ensure that all casework carried out with young people is risk assessed for involvement or vulnerability to CSE and where risk is identified, safeguards are put in place and appropriate intelligence / information is shared about the young person as well as the perpetrator to other safeguarding agencies. KPIs:</p> <ul style="list-style-type: none"> • Number of risk assessments completed in the month (by agency) • Number of patients under 18 who have a sexual exploitation risk identified (Sexual Health Services) • CSE referrals received by Essex police regarding Thurrock children (Police) • Number of children and young people going missing twice or more in the last quarter (Social care) • Number of children and young people going missing four times or more in the last year (Social Care) 				
<p style="text-align: center;">ACTION</p>	<p style="text-align: center;">OUTPUT</p>	<p style="text-align: center;">OUTCOMES</p>	<p style="text-align: center;">LEAD AGENCY</p>	<p style="text-align: center;">TIMESCALE</p>	<p style="text-align: center;">RAG STATUS</p>
<p>CP procedures to be applied according to risk assessment</p>	<p>Children becoming subject to S47 investigation or subject</p>	<p>Children protected from CSE with effective multiagency plans in</p>	<p>LSCB CHILDREN SERVICES POLICE</p>	<p>Ongoing</p>	<p style="text-align: center;">G</p>

<p>Looked After children are protected and clear strategy implemented</p> <p>Return home interviews to explore risk of CSE / risks</p>	<p>to CP or CIN plans</p> <p>IROs at LAC reviews being aware of particular vulnerability of LAC to CSE. Chairs to be aware of risk factors of being missing and CSE</p> <p>Safe and well checks by the police are undertaken</p> <p>Return home interviews completed</p> <p>SW to complete risk assessment if child is placed out of borough</p> <p>Referral to RAG if concerned</p>	<p>place</p> <p>Better outcomes for LAC and being protected from CSE in an out of borough placement</p> <p>Increase in return home interviews</p> <p>Reduction in children who go missing.</p>	<p>EDUCATION HEALTH</p>		<p>A</p> <p>G</p>
<p>THEME</p>	<p>ON GOING SUPPORT AND ENFORCEMENT</p> <p>Aim: Ensure there are clear pathways of support for those at risk of or who have experienced CSE. To ensure perpetrators of CSE are identified early and subjected to appropriate disruption/prosecution of their activities including being monitored or controlled by civil and criminal justice interventions. To ensure that where CSE is identified, named perpetrators are referred to Criminal Justice services and collaborative efforts are made to secure convictions. To provide victims of CSE with therapeutic interventions/ pathways to help them to move on from their abusive experiences. To provide therapeutic pathways to treatment for perpetrators of CSE who are willing to address and change their behaviour.</p> <ul style="list-style-type: none"> • CSE referrals received by Essex Police regarding Thurrock children (Police) 				

	<ul style="list-style-type: none"> • Number of CSE-related convictions (Police) • Number of Sexual Risk Orders issues (Police) • Number of Child Abduction Warning Notices issued (Police) • Number of suspended or revoked Taxi Licences if deemed not a fit and proper person” in relation to safeguarding children (Licencing/ Thurrock Borough Council) • Increased number of referrals to SERICC and Open Door 				
ACTION	OUTPUT	OUTCOMES	LEAD AGENCY	TIMESCALE	RAG STATUS
<p>Appropriate post trauma support for children and young people to be identified and easily accessible</p> <p>Police prosecutions to increase – disrupt perpetrators activity; identify and eliminate barriers to effective prosecution</p> <p>Develop and implement LSCB process for</p>	<p>Commissioning of appropriate services in place – are commissioning arrangements effectively meeting the wide range of needs of children and young people affected by CSE</p> <p>Ensure SERICC support victims and families impacted by CSE including those where no prosecution takes place.</p> <p>Police to continue to work with children and young people and</p>	<p>Children and young people are safer because there is support available to families to help promote diversion from child sexual exploitation and therapeutic care can be offered to victims - SERICC, Open Door</p> <p>Increase number of successful prosecutions</p> <p>Offenders of CSE are appropriately considered in relation to: a) cover internet activity b) sex offender’s disclosure</p>	<p>LSCB CHILDREN SERVICES POLICE EDUCATION HEALTH</p>	<p>MARCH 2016</p>	<p>G / A</p> <p>A</p> <p>G</p>

<p>identification and management of offenders and potential perpetrators – review the effectiveness of MASE / RAG.</p> <p>Identify a named contact within CPS to support and advice on actions to address CSE</p>	<p>communities for increase chances to bring about successful prosecution</p> <p>RAG and MASE to consider high risk and complex CSE Cases</p> <p>To regularly audit Social Care and Targeted Services practice to ensure quality assurance and establish a bench mark of good practice.</p> <p>Create a register of named perpetrators that are disclosed by young people and their case workers.</p>	<p>scheme c) intelligence Offender Management</p> <p>d) Police National Database flagging</p>			<p>A</p>
<p>THEME</p>	<p>GOVERNANCE AND ACCOUNTABILITY</p> <p>AIM: Ensure officers are held to account in ensuring there is an effective co-ordinated multi-agency response to CSE and children missing from care and home throughout Thurrock.</p>				
<p>ACTION</p>	<p>OUTPUT</p>	<p>OUTCOMES</p>	<p>LEAD AGENCY</p>	<p>TIMESCALE</p>	<p>RAG STATUS</p>
<p>The LSCB, Political and Senior management leadership team have a robust oversight of CSE</p>	<p>MASE / CSSET Subgroup meeting to be held and intelligence shared and analysed about</p>	<p>MASE and RAG taking place and are effective with relevant membership and participation</p>	<p>LSCB CHILDREN SERVICES POLICE HEALTH</p>	<p>JANUARY 2015</p>	<p>G</p>

<p>Data set of CSE to be monitored and reviewed</p>	<p>victims', hot spots as well as perpetrators'</p>	<p>Robust data set available and updated</p>			<p>A</p>
<p>Multi-agency audit of CSE cases</p>	<p>CSE police to collate intelligence</p>	<p>regularly reporting on ethnicity as well as well as gender and age</p>			<p>A</p>
<p>Disseminate learning from multiagency audits.</p>	<p>Increased data integrity</p>				<p>A</p>
<p>Ensure there is a lead officer accountable to each organisation for the delivery of the CSE action plan and reports quarterly to their governing board / committee</p>					<p>G</p>

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15 September 2015	ITEM: 8
Children’s Services Overview and Scrutiny Committee	
Denominational Transport – Service review	
Wards and communities affected: All	Key Decision: Yes
Report of: Councillor J Kent, Portfolio Holder for Finance and Education	
Accountable Head of Service: N/A	
Accountable Directors: Roger Harris – Director of Adults, Health and Commissioning / Carmel Littleton – Director of Children’s Services	
This report is public	

Executive Summary

Transport on denominational grounds (hereinafter referred to as “denominational transport”) other than for low income pupils attending secondary school, is not a statutory duty and the Council is entitled to use its discretion with respect to such transport. In 2013 Cabinet exercised its discretion and decided to continue denominational transport, but charge for places. Pupils accessing the transport prior to the implementation of the changes were offered a 50% discount to reduce the financial impact of the charging regime. However, due to an unforeseeable variance in the categories of pupils travelling to denominational schools the predicted level of savings were not achieved. Once the charging regime had been implemented it became apparent that the number of pupils from families in receipt of benefit entitled to free transport or existing pupils eligible for the 50% discount had increased. Officers had forecast the generation of a sufficient level of income from new pupils paying the full rate, but the actual number of new pupils applying for a place at the full rate was minimal. This led to a reduction in the overall savings accrued. For reasons highlighted within this report, this trend is likely to continue and the Council is unlikely to generate income or break even using the current model of service delivery. Officers even considered a model involving a gradual reduction of the subsidy (See Appendix 1). Such reductions could have the potential to trigger further withdrawals from the scheme leaving the Council in a position where it is required to pay full cost for pupils on benefit, subsidise existing pupils who opt to continue using the service while gaining a miniscule sum from the small number of new pupils paying the full cost rate. These issues are not unique to Thurrock. Local authorities across England sought to resolve the financial and administrative strain arising from the delivery of denominational transport by discontinuing it. The justification for discontinuing the service is two-fold: it is not a statutory duty and has been found to place a strain on council finances due to the increasing numbers of pupils on

benefits. It is worthy of note that a greater financial strain exists in Thurrock due to the numbers attending denominational schools on the discounted rate.

1. Recommendation(s)

- 1.1 In order to place the overall Home to School transport scheme on a trajectory that will generate income it is recommended that:
1. The amount paid by new and existing pupils accessing denominational transport; £1,117.00 and £550.00 respectively, remain unchanged until September 2016.
 2. That officers follow the Council protocol for the review of the service including a consultation with the option of discontinuing denominational transport in September 2016, subject to Cabinet approval.

2. Introduction and Background

- 2.1 In September 2013, Cabinet approved the recommendations contained in a report providing feedback on a consultation regarding, among other issues, the review of denominational transport to denominational schools. The report made recommendations to Cabinet to introduce a charging regime that would deliver the savings in the Medium Term Financial Strategy. The consultation process considered several options including whether to withdraw all denominational transport as from September 2014 or to continue denominational transport, but introduce a charging regime as from September 2014.

Cabinet agreed to continue the transport, but charge a flat rate of £1,117.00 per pupil. Consideration was given to the financial impact upon the families of children who were already accessing the transport at the time of the change and a 50% discount (£550.00) was offered to existing pupils. New pupils paid the full amount.

Exact costs could not be provided for the purposes of the 2013 Cabinet report as it was not possible to provide a reasonable estimate at the time. This is because pupils apply for a place in the summer term, but the Cabinet report was written in September. It was, therefore, difficult to determine how many pupils would actually take up the offer with revised charges, what routes would be required and what provider's would charge for those routes and numbers of pupils. As all of these factors contribute to the overall cost the figure could not be determined when the proposal to introduce a charging regime was introduced.

The large number of pupils eligible for the 50% discount and an equally high number of pupils in receipt of benefits coupled with the small numbers of pupils paying the higher rate has led to a reduction in the amount of savings forecast when the charges were introduced.

- 2.2. The breakdown of the cost of transport within each of the categories discussed in this section is provided in Appendix 2.

- 2.3. A recent review of the potential cost of transport to denominational schools revealed that some of the charging options proposed may prove financially challenging to some families. The Council foresaw this and initiated an Exceptional Circumstances policy aimed at supporting families with children currently attending a denominational school who can evidence their inability to afford the cost of transport.
- 2.4 The Council also recognises its statutory obligation to provide free education transport for eligible children resident in the borough of Thurrock. The legislation defining the 'eligible child' is contained in Section 508B and Schedule 35B of the Education Act 1996 (See Appendix 3).

Under the Education Act 11-16 year olds in receipt of benefits are entitled to free transport to all schools including denominational schools. This entitlement is linked to the receipt of public benefit and distance and is not direct support to attend a denominational school.

3. Issues, Options and Analysis of Options

- 3.1 The consultation held in 2013 provided the following options:
- to withdraw all transport to denominational schools for all pupils in September 2014.
 - to continue transport to faith schools, but introduce a charging regime from September 2014. Within this option there were further options as to how the charging regime would work in practice i.e. charge of a flat rate for all pupils or charges set according to distance travelled.
- 3.2. The Council considered the impact of the proposed changes upon various income levels. Although some are able to afford the charge other families are on benefit. There are also families with an annual income that although considered low would not entitle them to any form of public benefit.
- 3.3. The Council considered the factors noted above and agreed to charge all pupils with the exception of those in receipt of benefits (The Council has a legal duty to provide free transport for pupils in secondary school in receipt of benefit).

In order to ease any hardship faced by existing pupils accessing transport at the time the charge was implemented the Council offered a 50% discount. Pupils in this category paid £550.00 per annum. New pupils were charged the full rate at £1,117.00 per annum. An Exceptional Circumstances policy was introduced to support families on a very low income who were not entitled to benefits, but could prove that their circumstances were exceptional and warranted financial support from the Council.

- 3.4 The numbers of pupils in receipt of benefits and the number of existing pupils paying the discounted rate is much greater than the number paying the full cost rate. The Council is, therefore, fully funding or heavily subsidising seats on denominational transport and receiving very little income to balance such

funding from those paying the full cost recovery rate. This is an anomaly that could not have been foreseen. It is worthy of note that this is discretionary transport that (with the exception of pupils on benefit at secondary school) the Council is under no legal obligation to provide it.

- 3.5 This situation poses a financial risk as the Council is likely to bear the burden of the full cost of pupils in receipt of benefit as well as the loss of 50% of the cost that would have accrued from pupils paying the discounted rate. The risk is not easily managed as the majority of the decisions affecting the reduction are made by families of new pupils who opt not to pay the full cost of denominational transport preferring to find alternative means of travelling to school or choosing not to attend a denominational school. This trend is likely to continue. There is also a risk posed by existing pupils in the early stages of education in either primary or secondary school. They could potentially remain on the subsidised rate for the duration of a key stage at a particular school. For instance, a Year 7 pupil may retain a seat until Year the end of Year 9. The risk here is managed by the fact that letters awarding transport stipulate that transport is allocated for one year and the denominational transport policy is subject to review on an annual basis.
- 3.6 In order to reduce the risk identified above, consideration should be given to the fact that the Council does not have a legal duty to provide denominational transport particularly where the provision of such transport is hindering the accrual of any savings and, in fact, may lead to increased expenditure going forward. As the rationale behind this review of Education Transport is to reduce expenditure and where possible increase savings, the recommendation is made that the Council retain the current charging regime until September 2016. After that date the Council should decommission denominational transport as it is a discretionary service that has high delivery costs and a lower than expected level of income generation. If the recommendation is agreed secondary school pupils in receipt of benefit will continue to receive free transport. Primary school pupils are not considered eligible under the Education Act.
- 3.7 Any potential risk to low-income or vulnerable families of such a decision will be mitigated as the Council will continue to provide free transport to families in receipt of benefit. Also, families experiencing hardship may apply for support via the Exceptional Circumstances policy.
- 3.8 The council will endeavour to write to all year 6 pupils in September 2015 explaining that they should not make their decision of their child's secondary school choice based upon the fact that they will receive transport as this is reviewed annually.

4. Reasons for recommendation

- 4.1 Officers seek the views of members of Children's Overview and Scrutiny prior to commencing a consultation around the future of denominational transport

and the impact of any changes to this aspect of education transport. Such views will support a recommendation to Cabinet in September 2016. The reason for this is that the current trend shows that the Council may not be in a position to generate the levels of income expected from new pupils who pay the full cost recovery rate as the number of new pupils applying for a seat has reduced drastically. Also, further financial pressure arises from the pupils in receipt of the 50% subsidy who are more likely to continue to access denominational transport for a substantial period of time (In many cases this will be until they complete their current key stage at primary or secondary school). In order to reduce the strain on the Council purse it was suggested that the Council cease the delivery of this discretionary aspect of Home to School transport.

5. Consultation (including overview and scrutiny, if applicable)

- 5.1 The details and results of a borough-wide consultation undertaken with respect to proposed changes around denominational transport are contained in the Cabinet report dated 4 September 2014.
- 5.2 In September 2015 officers will undertake a public consultation involving families, schools and a wide range of stakeholders to seek the views of interested parties on the proposed decommissioning of denominational transport in September 2016.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 Families whose overall income level places them just above the threshold for qualifying benefit choose to work to support their children rather than initiate a reduction in the number of hours worked in order to qualify for benefits and consequently free transport. The discounted rate and exceptional circumstances policy support such families to remain employed and align with the Council priority aimed at encouraging and promoting job creation and economic prosperity.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Telephone and email: **01375 652147**
jwilson2@thurrock.gov.uk

The medium term financial strategy includes a targeted budget saving in relation to denominational travel. The detailed financial implications of the current scheme are clearly set out in the report and indicate that the targeted budget savings are not currently being met and hence it is proposed to review the scheme going forwards from September 2016.

7.2 Legal

Implications verified by: **Angela Willis, Major Projects Solicitor**
Telephone and email: **020 8227 3842**
Angela.Willis@BDTLegal.gov.uk

The Education Act 1996 sets out the Council's duties relating to school transport and makes it clear that free transport only has to be provided for "eligible children" and these include disabled children and those from low income families. Transport on denominational grounds other than for low income families is not a statutory duty and the Council is entitled to make its decision as to what transport support it will offer to pupils on denominational grounds.

Local authorities have discretionary powers under Section 508C of the Education Act 1996 to make arrangements for those children not covered by Section 508B. A local authority has discretion to provide transport for children who are outside of the statutory eligibility criteria and where such transport is provided to make a charge for it. There is no requirement for these discretionary arrangements to be provided free of charge. However, if a local authority decides to levy charges this should be made clear in the school travel policy documents.

Section 509D of the Education Act 1996 places a duty on local authorities when fulfilling their duties and exercising their powers relating to travel, to have regard to, amongst other things, any wish of a parent for their child to be provided with education or training at a particular school on grounds of the parent's religion or belief. Local authorities must make travel arrangements for pupils from low income families to attend the nearest school preferred on the grounds of religion or belief where such pupils live more than 2 miles, but not more than 15 miles from that School.

The Equality Act 2010 does not apply to the provision of transport on faith grounds as the discrimination provisions on the grounds of age and religion or belief do not extend to transport arrangements.

Local authorities must publish general arrangements and policies in respect of home to school travel and transport for children of compulsory school age. Such documents should explain both statutory transport provision, and that provided on a discretionary basis. Local authorities should also consult widely on any proposed changes to their local policies on school travel arrangements with all interested parties. Consultations should last for at least 28 working days during term time.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Telephone and email: **01375 652186**
nwarren@thurrock.gov.uk

Consultation on future options will include dialogue with stakeholders to inform a Community Impact and Equality Assessment – this will further inform the future option to be shared with Cabinet in September 2016’.

7.4 Other implications

7.4.1 Impact on pupil places

Families who are not entitled to benefits or qualified for support under the Exceptional Circumstances policy may not be able to afford the cost of transport following the reduction in subsidy. They may then opt for their nearest suitable school which may or may not be a denominational school. Also, a number of pupils enrolled in out of borough denominational schools may return to Thurrock schools and apply to their nearest school. In both cases, where the nearest suitable school is filled to capacity the Council will still be required to provide and pay for the transport.

7.4.2 Pupils in receipt of Income Support

We are statutorily obliged to offer financial support to these pupils. The amount of income used to fund such places is currently greater than the income generated from pupils paying the full-cost recovery rate. These factors have the potential to reduce the amount of savings the Council is able to generate.

7.4.3 Pupils living in rural areas

As the decision has been taken to provide transport to denominational schools, but charge for it, contracted vehicles transporting pupils who reside in rural areas to denominational schools are likely to be more expensive as taxis may be the most cost effective option for small numbers of pupils. The pupils affected may, therefore, require a higher subsidy, as opposed to the proposed reduction in subsidy.

8. Background papers used in preparing this report

There are no background papers to consider.

9. Appendices to this report:

- Appendix 1 – Denominational transport – charges for 2014/15
- Appendix 2 – The Education Act 1996 – relevant legislation
- Appendix 3 – Denominational Transport – potential subsidy rates for 2015/16

Report Author:

Name: Temi Fawehinmi

Job title: Contract and Performance manager

Department: Children’s Services

Proposed Denominational Costs 2015/16

Current Annual Charge	5% Increase	10% Increase	15% Increase	20% Increase	25% Increase	Full Recovery	Bus Tickets in Thurrock
14/15							
£1117 Full Charge	1172.85	1228.70	1284.55	1340.40	1396.25	1618.03	£330 per year per pupil
£550 50% discount	586.42	614.35	642.27	670.20	698.12	809.02	

Appendix 2

Council charge	Council action
New pupils from September 2014 : Full cost recovery rate – £5.88 per day (£1,117.00 pa)	Will be introduced for all families from next academic year (subject to people on qualifying benefits receiving a free service). This will allow the Council to deliver significant savings on this budget.
Existing Pupils: Discounted rate - £2.89 per day (£550.00 pa)	Offer a fifty percent rebate as families made a decision on their choice of school when the service was free. Numbers will decrease as pupils come off roll.
Exceptional Circumstances rate	Support families on low income who are unable to afford the discounted rate yet not entitled to receive any of the qualifying benefits.
Free transport - £0.00	The Council is statutorily bound to provide transport to families entitled to qualifying benefits.

Appendix 3

Section 508B of the Education Act, 1996:

The criteria for eligible children are outlined below:

- An eligible child is aged between 5 and 16 years old
- Children qualify for free transport no matter what distance they live from the school - if they are unable to walk to school due to Special Educational Needs (SEN), disability, mobility or lack of a safe walking route.

- The allowable statutory walking distance is up to 2 miles for pupils under the age of 8 and up to 3 miles for pupils over 8

(Low Income):

- A 'low income' family is one whose children are entitled to free school meals or whose parents receive the maximum Working Tax Credit.
- Primary school children from low income families qualify for free school transport if they:
 - are aged 8 to 11
 - go to their nearest suitable school
 - and live more than 2 miles away
- Secondary school pupils (11 to 16 years old) from low income families are entitled to free school transport if:
 - they go to a suitable school between 2 and 6 miles away from their home address, as long as there are not 3 or more suitable schools nearer to home
 - the nearest school chosen on the grounds of religion or belief
 - and the school is between 2 and 15 miles away from their home address.

Section 508C of the Education Act, 1996:

Section 508C of the Act provides local authorities with discretionary powers to make arrangements for those children not covered by Section 508B

Section 509AD of the Education Act, 1996:

Section 509AD of the Act places a duty on local authorities in fulfilling their duties and exercising their powers relating to travel, to have regard to, amongst other things, any wish of a parent for their child to be provided with education or training at a particular school or institution on grounds of the parent's religion or belief.

This duty is in addition to the duty on local authorities to make travel arrangements for children of parents on low incomes who attend the nearest suitable school preferred on grounds of religion or belief, where they live more than two miles, but not more than 15 miles from that school considered.

WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 9

Conservative	Independent	Labour	UKIP	Co-opted
Cllr Halden		Cllr Gupta	Cllr Gamester	1. Mrs P Wilson (Roman Catholic Church Representative)
Cllr S Little		Cllr Pothecary		
		Cllr Baldwin		
Substitutes	Substitutes	Substitutes	Substitutes	
Cllr Redsell		Cllr Kerin	Cllr Wheeler	3. Myra Potter (Parent Governor Representative)
Cllr Roast				
				4. Sarah Sanders (Parent Governor Representative)

Meeting Dates: 14 July 2015, 15th September 2015, 10 November 2015, 19th January 2016, 9 February 2016, 8 March 2016.

Topic Name	Description of areas to be explored	Why this should be scrutinised	Outcome	Lead Officer	Brought to Committee by (Officer/ Member/ Statutory Reason)
14 July 2015					
Education Commission Update and Supporting Schools				Carmel Littleton	Member
Youth Offending Service update in Corringham				James Waud	Member
Serious Case Review Update Actions from Julia				Andrew Carter	Officer
Adoption and Permanence Partnership				Sue Green	Officer
Shaping the Council Budget update	Details of budget area to be confirmed			Sean Clark / Carmel Littleton	Officer
15th September 2015					
Serious Case Review Update for Megan and Julia				Andrew Carter	Officer

Updated: 27 July 2015

WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 9

Topic Name	Description of areas to be explored	Why this should be scrutinised	Outcome	Lead Officer	Brought to Committee by (Officer/ Member/ Statutory Reason)
Grangewaters Alternative Delivery Models	To consider options prior to presenting to Cabinet	To ensure all options have been fully explored	Agreement on recommendations to go to Cabinet	Malcolm Taylor / Sue Green	Officer
Nursery Provision in East Tilbury.				Carmel Littleton/ Roger Edwardson	Member
Shaping the Council Budget update (if applicable) required	Details of budget area to be confirmed			Sean Clark / Carmel Littleton	Officer
Child Sexual exploitation Action Plan				Andrew Carter	Officer
Education Transport – Proposed changes to Denominational Transport.				Temi Fawehinmi	Officer
15 October 2015					
School Transport					Member
YOS annual report	An account of the activity and effectiveness of the Youth Offending Service over the past year	Members need to be satisfied that the Youth Offending Service is effective and making a positive difference to the lives of those referred to it	An analysis of the effectiveness of measures to reduce youth offending	James Waud	Officer
Annual Childcare Sufficiency					
Pupil premium	To hear how the pupil premium is being used to improve outcomes, with a focus on the work at Hathaway and Harris in regards to mentoring troubled youths				
Shaping the Council Budget update (if applicable) required	Details of budget area to be confirmed			Sean Clark / Carmel Littleton	Officer
10 November 2015					
School on School improvement-					Member

Page 106

WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 9

Topic Name	Description of areas to be explored	Why this should be scrutinised	Outcome	Lead Officer	Brought to Committee by (Officer/ Member/ Statutory Reason)
Scrutinise the impact					
Multi Academy Trust Relationships					Member
Work placements and the pathway into work for young people in Thurrock				Carmel Littleton / Kenna-Victoria Martin/ Michele Lucas	
School Results/School Performance	An update on results at KS1, KS2, KS4 and post 16	To determine the progress of Thurrock schools and academies	Updated information and scrutiny of outcomes of national assessments and relative performance of schools	Carmel Littleton	Officer
Shaping the Council Budget update (if applicable)	Details of budget area to be confirmed			Sean Clark / Carmel Littleton	Officer
19 January 2016					
Shaping the Council Budget update (if applicable)	Details of budget area to be confirmed			Sean Clark / Carmel Littleton	Officer
Children's Social Care – Statutory Complaints Annual Report				Rhodri Rowlands	
Annual report of the LSCB	An account of the activity and effectiveness of the Local Safeguarding Children Board over the past year	To ensure that the LSCB is effectively discharging its duties by contributing council scrutiny to the process	Understanding of the effectiveness of the LSCB in undertaking its safeguarding responsibilities	Alan Cotgrove	
9 February 2016					
EOH, troubled families and MASH intervention update and impact assessment and Troubled Families Initiative Phase 2 Launch	Update on the project Impact and success	To ensure the programme is on track and making a real difference to the lives of families in Thurrock.	Dissemination of good practice from the programme	Sue Green/ Andrew Carter	Officer

WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 9

Topic Name	Description of areas to be explored	Why this should be scrutinised	Outcome	Lead Officer	Brought to Committee by (Officer/ Member/ Statutory Reason)
Update on the commissioning out of Local Authority day nurseries in Tilbury					Member
Changes to Library Provisions					Member
University Attendance Rates					Member
Shaping the Council Budget update (if applicable)	Details of budget area to be confirmed			Sean Clark / Carmel Littleton	Officer
Child Mental Health				Andrew Carter	Officer
Cultural Entitlement				Carmel Littleton	Member
8 March 2016					
Pupil Place Planning				Janet Clark / Carmel Littleton	Member
Supporting Parents returning to work					Member
Shaping the Council Budget update (if applicable)	Details of budget area to be confirmed			Sean Clark / Carmel Littleton	Officer
Admissions Forum Report				Carmel Littleton	Member – requested at meeting on 6 January 2015
Youth Cabinet Report				Michele Lucas / Youth Cabinet	Officer

WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 9

Meeting	Pre Meeting
14 th July 2015	6 th July 2015
15 th September 2015	7 th September 2015
10 th November 2015 (Requested to be held at Gable Hall)	2 nd November 2015
19 th January 2016	4 th January 2016
9 th February 2016	1 st February 2016
8 th March 2016	29 th February 2016

Additional Meetings	
Meeting	Date
Additional Session for all members to be briefed on "achieving excellence in child social care".	21 st July 2015
Youth Centre visit with the Committee.	August 7 th
Joint session on the budget – all chairs	Feb 2 nd
Task and Finish Group on work experience / employable future	18 th August 2015

WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 9

Page 110

Recommendations update table				
Recommendation		Author	Date	Update
<u>Education Commission Update</u>				
1	Comments on the progress and achievements of Thurrock schools and partners above be noted		14 July 2015	
2	That the currently funded activity and further developments that it would wish to be taken to further the education standards for all children and young people in Thurrock be noted.		14 July 2015	
3	Science and Maths to be included in the Cultural Entitlement work plan.		14 July 2015	
4	A potential for a survey to return to each school of the original questions that the education commission proposed.		14 July 2015	
5	Organise briefing for December for members what's being done for each school to help the improvement journey.		14 July 2015	
<u>Youth Offending Service function and performance</u>				
1	To note the Overview & Scrutiny Committee comment on the function and performance of the YOS and review plans to address the two areas of improvement as set out in the HMIP Short Quality Screening Report dated 20th May 2015:		14 July 2015	
2	To note that Intervention planning should genuinely involve children and young people and their parents/carers. The plans should be constructed in such a way that they are effective tools to drive successful interventions.		14 July 2015	
3	Multi-Agency Public Protection Arrangements		14 July 2015	

Updated: 27 July 2015

WORK PROGRAMME
Children's Services Overview and Scrutiny Committee

ITEM 9

	need to be fully understood by all staff and managers.			
4	Chair and Director Children's Services to write to the Police and crime commissioner to request to extend the lease for a longer term on the old Corringham Police Station.		14 July 2015	
<u>Julia - SCR Action Plan Update</u>				
1	To be noted that the Overview & Scrutiny Committee continues to monitor progress against the multi-agency action plan with a particular focus on Children's Services		14 July 2015	
<u>Adoption and Permanence Services Partnership</u>				
1	The comments on the development of a partnership by way of a grant agreement to provide an integrated programme of activity to optimise adoption outcomes for children following the decision at Cabinet on 8 July 2015 to be noted.		14 July 2015	
2	That it be recommended future reports are brought to the Children's Service's Overview and Scrutiny Committee before being referred to Cabinet for decision, and where this is not possible to convene an extraordinary meeting of the Children's Services Overview and Scrutiny meeting to enhance the scrutiny process.		14 July 2015	
<u>Shaping the Council Budget Update</u>				
1	To note the Medium Term Financial Strategy (MTFS);		14 July 2015	
2	To note the approach to Shaping the Council and budget planning for 2016/17 and beyond including the establishment of a cross-party Budget Review Panel.		14 July 2015	

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