

Southend-on-Sea Better Start Strategy

February 2014



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BOROUGH COUNCIL



Foreword



Foreword

'A Better Start' offers a once-in-a-generation opportunity to make a real difference to the future of all Southend-on-Sea's children, particularly those in the most disadvantaged parts of our community. The vision of the project, which is led by the Pre-school Learning Alliance, with the commitment of all its partners, is to transform the first years of life for children and their families in our target areas; changing the way they engage with the services and the opportunities available in Southend. It will also support parents and families in raising their aspirations, realising their potential and expanding their skills. Our ambition is bold and unflinching; by providing the next generation with excellent opportunities in a borough transformed with rewarding career prospects, safer public spaces and engaged communities, we will help to give children the best start in life.

Building on the outstanding partnerships of our innovative and effective integrated model, we will focus on the essential elements of a child's development, securing the first stage of a journey that will ultimately lead to excellent achievements in school, the development of key life skills and employment opportunities in a wide range of sectors.

We will link the Better Start evidence-based preventative approach to Early Years with existing ambitious initiatives in the borough which together will form the Southend Approach. Linking centres for innovation, research and best practice, the Southend Approach will be built on science, evidence and the sharing of knowledge and experience.

The Early Years Centre for Excellence, Innovation and Best Practice will be part of a suite of innovation centres including the centre for the Anglia Ruskin MedTech Campus, which will focus on innovative approaches to healthcare, and the Small Business Innovation Centre, the heart of our City Deal with Government. Through the latter, we see tangible opportunities to support the development of vital business and career skills, and to help and advise companies set up as a result of the work within our local communities and developed through our early years programme.

Southend-on-Sea is compact and densely populated, and so the children and families in our target wards form a significant part of the wider community, sharing schools, doctors, dentists and a host of other services and facilities. We have one council, one clinical commissioning group, one acute hospital, a borough police command and one proud, distinct and shared identity.

'A Better Start' builds on our existing effective and comprehensive approach to partnership working. Our project partners from across the public, private, voluntary and community sectors have tried-and-tested experience of the practical delivery of early intervention and preventative services and activities. We will use this experience, as well as building upon the democratic and inclusive principles of the Alliance, to ensure that the families and communities benefiting from the project remain at the heart of its structures and activities. It will also provide a particularly sound base for expanding the approaches developed to all our youngest children, young people, families and the wider Southend community.

Ultimately, 'A Better Start' will change the way Southend works, lives and thrives. By focusing on the foundations of development, which are the birthright of every child, it will build a community for the future.



Neil Leitch
Chief Executive
Pre-school Learning Alliance



Rob Tinlin
Chief Executive
Southend-on-Sea Borough Council

We want Southend to be known as the best place in this country to bring up a child and to be a parent. We can create a community that welcomes every baby and ensures that they have the best deal possible.



Executive Summary

February 2014



Executive Summary

Background

Our proposal for 'A Better Start' is for 'Southend-on-Sea: A Better Place to Live and Work' to become a practical reality for all of our children and families.

We seek to achieve the best for our children and families, reducing inequalities and 'narrowing the gap' between children born and living in our targeted areas and those born and living in the rest of Southend.

We believe that Southend will successfully deliver 'A Better Start' outcomes in three key areas of development:

- social and emotional development;
- communication and language development; and
- diet and nutrition

We have an overarching aim of "Giving Every Child the Best Start in Life", building positive experiences and life chances through the life course to create resilient and self-sufficient families and communities.

We will achieve this by shifting existing resources from remedial intervention to prevention and by increasing investment in the period from conception to age 3, recognising that investment in Early Years gives the highest return on human capital. Our system leaders are committed to this, and work is already underway to develop and deliver the joint governance, financial and management arrangements to achieve this change. This will embed fundamental system change amongst the statutory partners bringing our community and voluntary partners into the heart of policies and major decisions across the borough.

44% of Southend's children live in our targeted areas, so by delivering systems change and improving outcomes for these children, we will also start the process of innovation diffusion and begin to transform the way Southend functions as a community – The Southend Approach. Over the lifetime of this project we will directly improve the life chances of 13,000 children and their families in our target areas, and we will impact on the other 56% of children and families as we take the A Better Start initiatives to scale.

We will become an internationally recognised centre of excellence, innovation and best practice for Early Years. We will combine this centre with the Anglia Ruskin MedTech Campus and the City Deal Small Business Development Centre, and link with our university partners creating synergy with business, health, new technology and education. We intend to fundamentally change the way we innovate and progress.

Amongst the ambitious and exciting opportunities proposed for our children and families are:

- work with our partners in NHS England and Southend Clinical Commissioning Group to pilot an innovative way of delivering primary care in our target areas. A new practice will deliver specialist, integrated primary care for families from conception to the end of their primary school years.
- the development of a comprehensive portfolio of science-based and evidence-based based programmes which will become the enhanced entitlement to all families with young children in our Better Start areas.

We want Southend to be known as the best place in this country to bring up a child and to be a parent.

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- high quality entitlement which will include:
 - an enhanced maternity to age 3 pathway based on 'Preparation for Birth and Beyond', and '0-5 years Healthy Child Programme' unified two year old health development checks with Early Years Foundation Progress Check
 - peer support
 - evidence-based parenting programmes
 - specific programmes to support communication and language
 - flexible and adaptable family support including trained volunteers
 - additional support for maternal and infant nutrition, particularly breastfeeding

The entitlement will include universal and targeted offers, recognising different individual children's and families' needs.

Measures to impact on child poverty, including

- work with Southend Adult Community College ensuring that our families have access to family learning, vocational courses, qualifications, and a pathway for lifelong learning
- work with Citizens Advice Bureau to ensure families have access to good information and support
- use of new technology and social media to disseminate information and guidance and to provide opportunities for social interaction
- work with Job Centre Plus to extend the support provided in Children's Centres for parents/carers who are seeking employment
- access to volunteering opportunities across the new system

In addition we will aim to phase-in the offer of two-year nursery education funding for children in our target wards (beyond the local authority duty of 40% reach), to provide high quality learning and development opportunities for the children and to allow parents to access training and job opportunities.

Southend has not waited for change to come: it defines and embraces new opportunities. We, the Pre-school Learning Alliance as lead voluntary organisation, want to build on Southend's strengths along with the continuous learning from the 'A Better Start' development phase.

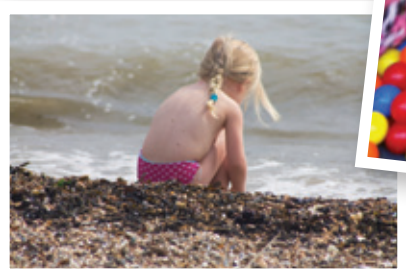
We endorse the view quoted by Goddard Payne and Temperley Research (2011), an approach which:

"turns the role of the provider for public services on its head. They are no longer solution deliverers, crafting better answers to decades old questions about mass consumption of standardised services. They are pioneers of a new kind of public service with a new perspective on the challenges they face..."

The BIG Lottery 'A Better Start' vision of improving the life chances of babies and young children can be delivered in Southend and will be enthusiastically welcomed here by parents and the local community, the Local Authority, Health commissioners and providers, educators, researchers, the wider community and the voluntary sector.

SOUTHEND IS READY FOR CHANGE

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have the best deal possible.



Strategy Document



Southend-on-Sea Better Start Strategy

Our Vision Articulated

“We want Southend to be known as the best place in this country to bring up a child and be a parent. We can create a community that welcomes every baby and ensures they have the best deal possible.” – Strategy meeting.

“It’s going to have so much more of an impact than just 10 years - it’s building the future of our town, it really is.” - Parent representative.

Our vision is for ‘Southend-on-Sea: A Better Place to Live and Work’ to become a practical reality for all of our families and children. Our A Better Start work fits perfectly with this broader ambition. We recognise that giving children a better start in life is not enough, we then need to provide children and their families with excellent opportunities to go on to realise their potential.

Conversations with people who have experienced poverty tell us that the way to prosperity is more than just the availability of opportunities for employment and education; it is self-esteem, a sense of purpose and hopefulness, confidence, good physical and mental wellbeing and robust support systems. These elements are the foundations upon which people can build a happier, healthier, and more prosperous life.

Through major system change and delivery of science and evidence–based interventions, we will transform maternity care, parental support, and ultimately children’s and families’ lives, with higher aspirations, better education and greater employment chances. We will make the changes so that these transformations are sustainable across our communities – and across the years, over and beyond the next decade and the parameters of the lottery outcomes. Our plans are ambitious, but we have strong partnership commitment between the voluntary and statutory sectors together with the passion, energy and expertise to drive change. The Chief Executive of Southend Borough Council, Rob Tinlin, said at the Strategy meeting:

“We see this not as a 10-year plan, but rather as ‘a starter for 10’.”

Our children will have positive social and emotional wellbeing, a nurturing and loving family environment and an enriched early years’ experience, leading to positive, supportive, safe and secure relationships.

Our children from all ethnic, cultural and social backgrounds who have benefitted from 'A Better Start' will have age appropriate speech, language and communication and can use language to express their needs and have positive social interaction.

Our children will be healthy, as a result of investment in diet and good nutrition in the prenatal period and early years, along with physical activity, the basis for lifelong good health.

Our communities will be self-supporting, influencing and driving change and taking control of their families’ lives, with raised aspiration for their own and their children’s future.

Southend-on-Sea will use 'A Better Start' as a catalyst for change, and will ensure lasting impact for children and families at the end of the funding period.

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Introduction

This strategy outlines Southend's case for bidding to become 'A Better Start' implementation area. Southend's well-established culture of responsive partnership working and forward-thinking, strong leadership forms the foundation for this proposal.

Local public, private and voluntary sector partners collaborate frequently and successfully, jointly investing in the borough and making sustained improvements to services. To date this has been mainly focused on economic development and targeted interventions for our vulnerable groups. A Better Start will bring the families with children 0-3 years to the forefront of these developments.

Over the last three years there have been unprecedented reductions in funding available to public services. Southend-on-Sea Borough Council has had to reduce spending by £59.9 million. Our partners have also faced similar financial challenges. Whilst this has had a significant impact on universal service delivery across all sectors, our well-established Children's partnership has managed to maintain high-quality services.

However, we believe that better outcomes and efficiencies for local people can only be achieved if our partnerships are open to real system change, new ideas, and shift to prevention using science and evidence-based interventions.

'A Better Start' will provide a positive start in life for parents, babies and young children as Southend-on-Sea continues its journey to become 'A Better Place to Live and Work' :

- a place where pro-active support is given to our children with the greatest needs through high quality universal services;
- a place where prevention is at the forefront of all delivery;
- a place where children and families will be at the heart of policies, processes and major decisions across the borough;
- an environment where the needs of children and families are at the forefront, and where professionals develop in a culture of mutual support and respect;
- an environment where difference and diversity is embraced and celebrated;
- a place for innovation, creativity and collaboration;
- a place for the development or enhancement of new methods and approaches founded on science and evidence based interventions;
- a place for research and development to be instigated, delivered and evaluated;
- a place which offers and supports lifelong learning and employment opportunities;
- a place where we work and embrace new technology and ways of communication to create better access to information and services;
- a place where we develop social enterprises run by the community for the community;
- an environment that nurtures and develops community members' expertise and confidence to lead change;
- an environment for communities to come together, support each other and build resilience;
- a place where we save and reinvest monies to ensure better outcomes for children and families.

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We are bidding for £40 million to improve the life chances of babies and young children. The identified “Better Start” area covers six wards, which are home to around 44% of the borough’s children. With such a large proportion of Southend’s children being reached, this is very much about change to the whole system – and not just changing the lives of babies and young children in the target wards. This is a real chance for us to make an impact on the lives of the families living in Southend as we will evaluate impact and then roll out effective programmes and practice from the Better Start area to the rest of the borough.

We will create a pooled investment budget across the statutory partners for early intervention and prevention, which will be kick started by the Better Start Grant. We have secured system leader commitment to the “bank” mechanism and have established robust financial governance arrangements to ensure there is shared accountability between the lead voluntary sector partner, statutory and voluntary agencies and community for the investment to improve children’s outcomes.

Underpinning this transformational systems change is shared governance between the voluntary sector, statutory bodies and the community, and the creation of a new integrated framework so that professionals work in authentic partnership and share information. As was stated during the Strategy meeting:

“A change in system will lead to families accessing the appropriate parts of service, and data sharing would make a massive difference...this is an underpinning transformation we would like to see.”

Context

Southend-on-Sea is 16.1 square miles in size and is the largest conurbation in the East of England. Located on the north side of the Thames Estuary approximately 40 miles east of central London, it is bordered to the north by Rochford and to the west by Castle Point. It is a Unitary Authority.

The borough has 7 miles of beaches and coastal nature reserves and is home to the longest leisure pier in the world. Southend-on-Sea is served by an international destination airport, two railway lines linking to London, with 10 railway stations and many local bus routes.

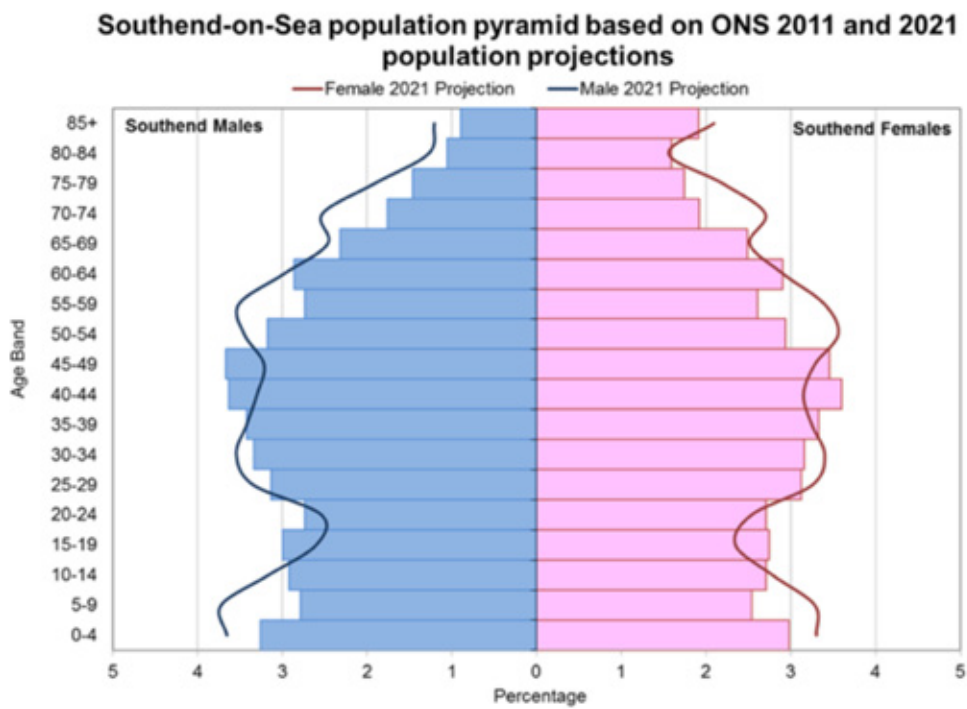
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Figure 1 : Map of Southend



It has a population of approximately 175,000 people. 23.7% of the population of Southend-on-Sea is under the age of twenty.

Figure 2: Southend-on-Sea population pyramid based on ONS 2011 and 2021 population projections



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Population projections indicate an increase in the number of children aged 0-4 years by 2021.

The health and well-being of children in Southend-on-Sea is mixed compared with the England average. The level of child poverty is worse than the England average with 23.3% of children aged under 16 years living in poverty. Southend is made up of 17 electoral wards. The six wards identified for the Better Start initiative are - Kursaal, Milton, Shoeburyness, Victoria, Westborough and West Shoebury.

Four of the wards are in central Southend –Westborough, Kursaal, Milton and Victoria; and two are in the east of the borough – West Shoebury and Shoeburyness. The wards in the east end are isolated from the town and have poorer access to many of the main services.

Deprivation rates are highest in the central wards. In the western-most ward, Westborough, the physical environment has narrow roads, overcrowded households and a lack of outdoor spaces. The four central wards are affected by transience in the population i.e. families moving in and out again very quickly, which reduces opportunities for social cohesion.

The six wards have a combined population of 66,312 people. There are 15,142 children up to age 17 in the target wards, 4,032 of whom are aged zero to three. These young children and their parents are our primary focus initially. Just over a thousand - 1,040 babies - are born every year in the target wards and we estimate that around 13,000 babies will be born here during the next decade.

Southend is a densely populated area, with 4,187 people per square kilometre, compared to the national average of 411. According to our figures for 2008-2012, the rate of population growth within three of the six target wards – Kursaal, Milton and Victoria - is significantly higher than the national average. This is reflected in the figures for children zero to four; for example, in Milton this has increased by over a third (34.9%) in that period.

For the age group of 0 to 19 years, the demographic make-up across the six wards (as with Southend overall) is largely white, with significant Asian/British and Black/British communities, particularly in Milton, Victoria and Westborough (2011 census).

Inward migration has been a constant feature. Families have relocated from East London since the 1940s, but more recently Southend has welcomed significant and growing communities of Roma, Polish, and Zimbabwean people, into the identified wards.

Sitting at the far eastern end of the Thames Gateway, Southend does not benefit from the financial incentives supporting growth and change to the same extent as the areas in closer proximity to London, yet it suffers from similarly high costs. In a densely populated area we are challenged by a more limited opportunity for development sites for regeneration and extremes of affluence and deprivation.

According to modelled estimates from END Child Poverty Action Group, 4,712 children are living in poverty within the six wards. In Kursaal, the number is 1,026 – that's 39%. The child poverty figures are significantly higher in these wards than in the other wards in Southend, which is why we are determined to improve training and employment chances now, as well as in the long-term. Reducing inequality within our borough is a must if we are to tackle the issues faced by our families in the target wards.

Substance misuse, domestic abuse, and attachment difficulties between parents and their young children are expressed as major concerns by practitioners and parents within the wards.

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How our strategy was agreed

The two strategy days built on the work undertaken in the development phase by the Strong Community Partnership Group. To represent the parents, children and partnership members who could not attend the strategy days, a film was produced in which the children asked 'Are you ready to change?' We invite you to view this film and hear the voices of the children (disc attached).

In drawing up our strategy, we have been guided by the characteristics of the 'Better Start' approach - local people, data, evidence and the fit to our existing services. We have used our local intelligence and the Area Wellbeing Profile (Appendix 1) provided by the Social Research Unit. We have also been informed by the fund map of local expenditure and our analysis of local policy drivers.

This strategy has been developed together with parents, community representatives and local and national organisations. They have combined their voices, local experiences, and skills from the inception of the project at the 'expression of interest' stage to the final submission.

Over 40 organisations have been involved, alongside parents/carers, children, community groups and all of the relevant statutory bodies. Our bid benefits from the richness of the input from everyone involved. This has been evident from inception with strong engagement and attendance at our initial stakeholder event and subsequent community partnership meetings (Appendix 2). It was particularly evident at our two-day Strategy meeting on 9-10 January 2014, when over 50 people, including parents, the voluntary and community sector and senior leadership from statutory bodies, packed the room and played an active part (Appendix 3).

We have listened, engaged and brought local people with us during the development phase of A Better Start. Southend parents and families are critical to developing our new ways of working. We have consulted with service users through using an 'Appreciative Enquiry' approach which emphasises collaboration and engagement, and focuses on 'assets' not 'deficits'. We have also collected parents' views using online surveys and face-to-face interviews.

The final strategy has been produced with parents, the wider community and our statutory and voluntary partners, with active involvement from a number of experts in the field. We are particularly grateful to Catherine Rushforth, Dr Crispin Day, Kate Cairns, Caroline Penney, FNP National Unit, Dr Alain Gregoire and to the Dartington A Better Start team.

Our senior leaders from all statutory bodies are fully committed to and have endorsed the strategy.

We have been fully supported in our development by the *A Better Start* team from Dartington's Social Research Unit, using the methodology, *Better Evidence for A Better Start*.

Southend on Sea A Better Start Strategy – Our Children, Our Community, Our Future

We will become an internationally recognised centre of excellence, innovation and best practice for Early Years. We will combine this centre with the Anglia Ruskin MedTech Campus and the City Deal Small Business Development Centre, and link with our university partners creating synergy with business, health, new technology and education.

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This will be:

- a place where parents and the community of Southend-on-Sea come together with practitioners and researchers to jointly lead the development and delivery of services and system change, co-producing new and exciting interventions
- a place where the workforce (paid and unpaid) increase their knowledge and skills through enhanced qualifications and professional development
- a knowledge hub where information and feedback flows both ways
- a place for dissemination of good and trialled practice to a variety of delivery settings, for example schools, children's centres, early years providers, general practice surgeries, hospitals and primary care centre
- an evaluation hub that measures the difference these approaches are making in improving the outcomes for our children and families
- a place where innovative, sustainable models of service delivery are developed

We have also engaged leading experts in prevention and Early Years to work with us as strategic partners. They share our vision, and will help to shape our plans and assist with evidence, innovation and delivery of our programmes. Partners include Dr Crispin Day, Kate Cairns, Catherine Rushforth, Caroline Penney, the FNP national team, and Dr Alain Gregoire.

Where proven programmes and practices with potential to improve our priority outcomes and risk factors are already being used in Southend, we will focus on getting them implemented well. This will be done to scale and with fidelity, initially within our target wards, and then across Southend.

We are currently delivering a number of evidence-based programmes including: Family Nurse Partnership, Healthy Child Programme, Incredible Years, Mellow, HENRY. We are also delivering some science-based programmes such as Elklan "Let's Talk under Fives" and the Early Learning Development Programme. Our commitment to using a science-based and evidence-based approach will influence choice and investment in early help over the next ten years and beyond.

We have the same aspiration for new proven approaches and over time will establish a comprehensive mixed portfolio of universal and targeted approaches addressing all of our priority outcomes.

We will build on our successful integrated model of staged interventions by:

- further developing the work of multi-disciplinary teams supporting families and young children, working together where services are being delivered;
- ensuring the effective implementation of the Education, Care and Health plan;
- ensuring multi-disciplinary teams are one team – sharing information, skills and learning, and exploring and debating together ideas for improvement and innovation;
- providing opportunities for all practitioners working with children and families to be part of a "community of learning professionals" and to reflect individually and collegiately on their current practice – identifying gaps, broadening responsibilities and maximising the excellent skills and expertise we have in Southend;

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- changing the way we work and embrace new technology and ways of communication to create better access to information and services;
- developing social enterprises run by the community for the community;
- developing a robust family support system. Suggestions for this have included a buddy scheme, volunteer peer supporters and paid “family navigators”;
- nurturing and developing community members’ expertise and confidence to lead change;
- creating an environment for communities to come together, support each other and build resilience;
- continuing and further developing the engagement and dialogue with our community.

Southend is well-known for ‘thinking outside of the box’ and in our programme development we are prepared to test and then refine or reject new ideas and review all current practice to ensure we achieve good outcomes for our children. We have recognised through experience of implementing the SureStart Children’s Centre Programme that our approach must be robust, targeted and evaluated if we are to achieve good outcomes.

Innovation in Primary Care: The Family Practice

Discussions by system leaders during the Strategy Days identified an exciting opportunity to drive forward the transformation of primary care services in Southend, beginning in the ‘Better Start’ wards by:

- linking proposals in the draft Essex Primary Care Strategy with those of the ‘Better Start’ strategy
- maximising the opportunities presented by the transfer of the responsibility of 0-5 Healthy Child Programme to the local authority
- building on the new Public Health responsibilities of local authorities transfer of 0-5 Healthy Child Programme agreed for Southend
- bringing together areas such as maternity, health visiting, maternal and children mental health, speech and language, dental health and diet and nutrition with general practice.

Responsibility for commissioning maternal and children’s services has been fragmented with the budgets previously controlled by the local Primary Care Trust, divided between NHS England, Southend CCG, Southend-on-Sea Borough Council and Public Health England.

Southend-on-Sea as a Unitary Authority, with a single Clinical Commissioning Group, teaching hospital, community provider and strong voluntary sector engagement, has the opportunity to innovate and provide Primary Care Services in a new way that best delivers outcomes for our children and families. We will reduce the barriers between funding streams, services, and information sharing and make real our commitment to integrated services in the community (“team without walls”).

In partnership with NHS England, we will create a new type of general practice focused around the needs of families with young children. The service would be designed to be accessible for the lives of young families, delivered over 7 days a week.

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We want to make rapid, visible progress in the first 18 months and our focus for 'quick wins' will include, for example:

- expansion of The Incredible Years evidence-based parenting programme
- introduction of Five to Thrive to promote key messages on attachment and attunement
- introduction of breastfeeding clinical support workers and peer-support
- expanding two-year old funding.

Where the evidence is less strong, or we feel an approach is not suitable for our community, we will innovate by building on the best available science, in partnership with parents. For example, by undertaking positive deviance studies within our borough or by building on the findings of such studies conducted elsewhere.

We will harness successful approaches used by families with their own children, especially those families who have overcome significant difficulties.

We will only take to scale our science-based innovations once we can show their impact on our priority outcomes or risk factors.

We are particularly interested in working with our consultants to develop, implement and test their innovative programmes.

Dr Crispin Day will work with us to further develop the EPEC– Empowering Parents, Empowering Communities community-based peer parenting programme, for parents with very young children.

Kate Cairns Associates has agreed to continue to collaborate with us and wishes to further evaluate and refine the 'Five to Thrive' programme which promotes parental attachment and attunement.

The Family Nurse Partnership national support team will assist us in the early stages of the delivery plan to increase FNP capacity and embed the programme in our local provision. We will then work with them to consider and pilot programme derivatives.

Catherine Rushforth will support our partnership to ensure that all delivery will have the highest standard in safeguarding, supervision, clinical supervision and addressing domestic abuse.

Dr Alain Gregoire, Chair of the Maternal Mental Health Alliance will be advising us as we further develop our Perinatal Mental Health strategy and expand our local services. This will complement the recent re-design work that has been completed on our local Child and Adolescent Mental Health services.

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Working in Partnership

In 2012, Ofsted rated our partnership working for children and young people as “outstanding”.

Our approach is to build on the strength of Southend’s genuine and productive working relationships, and our proven track record of delivery, innovation and partnership working:

- we have a culture of mutual respect and understanding of each other’s viewpoints which has been built up over many years
- we have a strong Children’s Partnership *Success for All* which brings together agencies and organisations in Southend-on-Sea with the aim of working towards improving the life outcomes of children and their families
- we are already recognised by the Government as pioneers for integration of health and social care
- we have strong, well-established and sustainable community and voluntary sector relationships based on respect, shared voices and involvement
- as a Unitary Authority with a single Clinical Commissioning Group , teaching hospital and community provider we have the ability to move at scale and pace

There will be shared accountability and responsibility for decision-making and delivering the changes.

Part of our system change is to further develop the collaborative and participatory way of working with our community which we have used in the development phase of the Better Start bid.

We will continue to give greater autonomy to the local community and to the frontline workforce, to participate in the co-design and co-production of services, and to suggest and develop innovative approaches.

Our system leaders see this more participatory working with the community as a model which can then be rolled out across other service areas.

Capacity to deliver

Currently, £173 million is spent on children’s services for zero to 17’s across Southend, which is an average of £4,598 per child; for zero to three’s, the figure is £18.7m (£2,046 per child). Looking at our key focus, which is the zero to three’s in the target wards, £9.5m is spent, averaging at £2,356 for every child.

Big Lottery Fund expenditure would provide on average an extra £800 per head, per child, in the target wards. We are committed to A Better Start being a sustainable change in our approach to working with children and families, not a time limited intervention. Better Start will deliver the evidence base for statutory partners to plan with confidence the most effective ways of redirecting existing annual expenditure on children aged zero to 17 years into this approach.

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We will create a pooled investment budget across the statutory partners for early intervention and prevention, which will be kick-started by the Better Start grant. Immediate intent is evidenced by the Council and NHS England moving its existing spend on Early Years and 0 – 5 years Public Health into the bank over the next few years. These resources, currently representing some £4 million when taken to scale, will be available to the A Better Start Partnership to deliver these statutory services based on best available evidence, and with the involvement of the community it supports. We expect future beneficiaries of the better start way of working, such as health services, schools and the police, to invest in and benefit from the Bank. We also intend to lever in social investment from our major employers, such as London Southend Airport and Olympus Keymed, who will in time directly benefit from a better prepared workforce, to sustain the on-going work of the innovation centre.

It is recognised that it will not always be possible or desirable to channel all financial activity by statutory and other partners through the Bank. However even where funds are not explicitly transferred into the bank, we will seek to align spending with, and give transparency of that spending to, the partnership.

The journey that has been started through the development phase of ‘A Better Start’ will continue to grow and develop as a way of working, regardless of the outcome of the bid. Opportunities will be less available and it will take longer to achieve better outcomes for children and families, but the commitment and sign up of local system leaders will see a reform of commissioning and service delivery.

The learning and working with parents, communities and partner agencies together with experts has been truly inspirational, and the learning will continue to strengthen and influence the way that we develop and deliver services in the future.

Governance

“This is really a system change, when it comes to what we are delivering – a holistic approach – and the community is around everything we do...” – Strategy meeting.

Pre-school Learning Alliance is the nation’s largest Early Years educational charity with over 50 years’ experience and expertise. Each year 800,000 children and families benefit from its activities. Its core principles that parents are children’s first and most enduring educators and that parents and professionals working in partnership to support the social groups in which children learn, will drive the success of Our Children, Our Community, Our Future.

The Pre-school Learning Alliance manages contracts worth £15m with local authorities annually. The Alliance partners with many voluntary bodies including Wave Trust and ICAN. The Pre-school Learning Alliance has been working with Southend since before it gained unitary status.

The Pre-school Learning Alliance, Southend-on-Sea Borough Council and their partners are committed to shared governance, not just for the duration of Better Start but beyond that. Better Start is a catalyst for this much-wanted change. As a member of the voluntary sector and a mother of an 18-month-old baby said at the Strategy meeting:

“This co-production is just fabulous...to see this working is brilliant.”

Another comment from the Strategy meeting was that:

“Community leadership and shared accountability is the way forward...”

We want Southend to be known as the best place in this country to bring up a child and to be a parent. We can create a community that welcomes every baby and ensures that they have the best deal possible.

Southend has a proven track record when it comes to statutory bodies working with voluntary and community organisations. This has been demonstrated clearly in the way we have all worked together to develop the Better Start bid for the people of our town.

We will adapt existing governance arrangements for health and children's services to include authentic community representation. By doing this, we will ensure that accountability for 'Better Start' and other matched funding is shared between public agencies, the voluntary sector and community. If this approach proves successful, we are committed to extending shared accountability to other services in Southend.

Our innovation centre will support governance arrangements by providing training and support to community representatives involved in governance, to develop their expertise and confidence to lead change. It will also provide real-time data on how the investment is used and if it is working, ensuring proper accountability for the outcomes we have pledged to improve.

Southend-on-Sea Health and Wellbeing Board members meeting as 'A Better Start: Area Partnership Board' will be accountable for:

- overseeing the implementation of *A Better Start* strategy.
- listening to and taking account of community views.
- ensuring that people from the local community feel ownership over and share accountability for the strategy.
- systems change.
- finance.
- monitoring delivery and achievement of outcomes.

Southend 'A Better Start' Community Partnership will have shared accountability for outcomes and will:

- ensure there is local community involvement and shared accountability for the strategy.
- provide local intelligence to help inform the development of the strategy.
- appoint task and finish groups/sub-committees for specific pieces of work that support or inform "Our Children, Our Community, Our Future".
- support the Pre-school Learning Alliance procurement services to meet the outcomes for "Our Children, Our Community, Our Future".
- support the development of the evidence based and science based programmes to deliver the agreed outcomes.
- monitor and report on progress.
- support long term planning for systematic change towards preventative working.
- help evaluate and review progress, to inform direction of travel.promote equality and diversity, integration, collaboration and partnership working.
- initiate and support stakeholder and community engagement and consultation work in relation to transformational change.

Representatives of the Community Partnership are to be elected to attend the Health and Wellbeing Board when it meets as the Better Start Partnership Board for matters relating to the BIG Lottery: *A Better Start*.

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We can create a community that welcomes every baby and ensures that they have the best deal possible.