

# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of the Corporate Director for People and  
the Director of Public Health

to

Southend Health and Wellbeing Board

on

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Report prepared by:

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and

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Manager

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Fulfilling Lives, A Better Start Southend – Recommendations for programme governance

**People Scrutiny Committee**

**Executive Councillors: Councillor Ian Gilbert and Councillor Anne Jones**

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## 1. Purpose of Report

- 1.1 To recommend a structure for the governance of the Fulfilling Lives, A Better Start programme which effectively fulfils funding requirements.

## 2. Recommendations

- 2.1 That Southend Health and Wellbeing Board agrees to the recommended governance structure as detailed in Appendix 1, which includes;
- a. That Southend Health and Wellbeing Board oversees the governance of the Fulfilling Lives, A Better Start programme.
- b. That the Chief Executive Officer of key programme partner The Preschool Learning Alliance be invited to become a co-opted (non-voting) member of Southend Health and Wellbeing Board to support programme alignment with wider HWB activity.
- c. That a programme management group be established to oversee implementation of the programme.

## 3. Background

- 3.1 The Big Lottery Fund's *Fulfilling Lives: A Better Start* saw £215m investment with the aim to improve the life chances of babies and young children.
- 3.2 Southend is one of five areas in England to be awarded funds from Big Lottery. The other areas are Blackpool, Bradford, Lambeth and Nottingham. Southend was awarded £40m in June 2014.

3.3 The Southend bid development was coordinated by staff from the Pre-school Learning Alliance, and Southend-on-Sea Borough Council. Local staff were supported by the Dartington Social Research Unit.

3.4 The Big Lottery Fund panel reported that the strengths of the Southend bid were:

- Evidence of a strong and effective shared leadership with existing relationships that will continue to be involved in delivery of the project.
- Strong public health proposal that will strengthen universal services as its core offer, with specialist services available for those identified as in need.
- The partnership is already delivering a good range of services and interventions and this project will build on these, supported by peer work.
- A commitment to innovation
- Strong ethos to commit additional funds

3.5 **What is 'A Better Start'?**

**Big Lottery are:**

**Investing heavily in a small number of local areas over a period of time;** to use the funding to support healthy child outcomes and to achieve a shift in culture and spending across children and families agencies towards prevention. The changes should deliver less bureaucratic, more joined up services, prevention focused that is needs and demand led that work with the whole families

**Focusing on three key child development outcomes;**

- Social and emotional development
- Speech and language
- Diet and nutrition

**Targeting funding towards those children most in need, from the time before a baby is born to age three**

A Better Start will concentrate investment in parents through pregnancy until their children reach their fourth birthday. This will be through the delivery of a portfolio of science and evidenced-based preventative programmes, policies and services.

**Health is central to all these outcomes;** Universal maternity and child health services as well as intensive/specialist services have a key role. The intention is to test and develop innovative approaches within the Healthy Child Programme to feed this learning back for national adoption and scale. This funding cannot be used to fund statutory duties but can enhance statutory services.

**Investment in areas where there was not just high level of need, but a high level of commitment and a robust plan of action;** In Southend the investment over ten years to improve outcomes for children and families will be concentrated on six key wards across Southend: Kursaal, Milton, Victoria,

Westborough, Shoebury and West Shoebury with the aim of rolling out the learning across Southend and beyond.

**Commissioned support partners to provide intensive support in developing local strategies;**

a) Social Research Unit (SRU) Dartington: will work with sites during set up phase to support service design activities, data analytics and capacity development. Southend has been allocated a dedicated SRU Associate - Frances Kemp - to provide help, advice and constructive challenge.

SRU will support in the development of a single Data Dashboard and web-based Management Information System (MIS) capable of providing real time data to allow high-level monitoring and accountability.

b) Warwick Consortium: The Warwick Consortium, a large, multi-disciplinary evaluation team, will conduct a 10 year study to evaluate the impact and implementation of A Better Start interventions. The Consortium includes specialists in the field of early years and education.

c) London School of Economics: will undertake the economic evaluation of effectiveness, and will help develop locally-relevant costing tools and economic models.

**4.0 Preparation and support for mobilisation – The set up phase commenced on 1st September 2014 and will run for 7 months to 31 March 2015.**

**This is an extended period of mobilisation, in recognition of the scale of the initiative.**

4.1 A time to: recruit staff, finalise plans, piloting service design using Big Lottery model address Big Lottery additional terms and conditions  
Recruit Southend A Better Start Director, employed by Pre-school Learning Alliance, based in Southend Borough Council to fully integrate with SBC structure

4.2 Small team made up of:  
Michael Freeston (Director) – Pre-school Learning Alliance Strategic Lead  
Margaret Gray – Public Health, Southend Borough Council  
Elaine Hammans – Early Years, Southend Borough Council  
Ian Ambrose – Finance, Southend Borough Council  
Jane Youdale – Pre-school Learning Alliance  
Bashir Ali – Local Government Graduate Management Trainee  
Plus operational staff (funded by PLA/Big Lottery):  
1 x FTE seconded from Estuary Housing (Rachel Wood)  
2 x 0.5 FTE from PLA (Angie Caten, Dawn Harvey)  
1 x 0.2 FTE from Family Action for peer parent support (Jan Simmons)

4.3 BIG Lottery: will work with all sites throughout the duration of the grant to provide support, resolve problems, and ensure compliance with terms and conditions of the grant so that monies are spent on approved, eligible costs and

activities that will keep sites on track to achieve the agreed outcomes, and the overall aims of the A Better Start investment. The support will be at both strategic and operational level.

#### **4.4 Partners for a *Better Start***

The vision of Southend's bid led by Pre- School Learning Alliance, with the commitment of all its partners, is to transform the first years of life for children and families in our target areas changing the way they engage with services and opportunities in Southend. That Southend becomes 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.

Pre-School Learning Alliance and Southend Borough Council as the major partner will build on existing and comprehensive approach to partnership working with partners from across the public, private, voluntary and community sectors to ensure that the families and communities remain at the heart of its structures and activities. It will also provide a sound base for expanding the approaches developed to all our youngest children, young people, families and the wider Southend community.

#### **5.0 Next steps**

- 5.1 Confirm governance arrangements
- 5.2 Big Lottery funding requirements are that there are strong governance arrangements in place to ensure that funds are spent effectively, and that outcomes for children and families are achieved.
- 5.2 Responsibility for authentic community participation to achieve shared accountability and systems change between public, voluntary and community sectors.
- 5.3 Big Lottery need to sign off Southend's governance structure. This is a requirement in the additional terms and conditions grant offer, and needs to be completed before delivery can begin. We are required to resubmit in writing detailed plans to ensure accountability and transparency, for quality of delivery and budget decisions, and to show how the proposed governance arrangements will work effectively with existing systems.

#### **6. Appendices**

Appendix 1 – Fulfilling Lives, A Better Start – Governance recommendations

Appendix 2 – Better Start Strategy