

Public Document Pack  
SOUTHEND-ON-SEA BOROUGH COUNCIL

**People Scrutiny Committee**

Date: Tuesday, 17th March, 2020

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: S. Tautz (Principal Democratic Services Officer)

Email: [committeesection@southend.gov.uk](mailto:committeesection@southend.gov.uk)

**AGENDA**

1 Apologies for Absence

2 Questions from Members of the Public

3 Declarations of Interest

4 Minutes of the Meeting held on 29 January 2020 (Pages 1 - 6)

\*\*\*\* **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET - 25 FEBRUARY 2020**

5 **Southend Adult Community College - Governance Arrangements** (Pages 7 - 28)

Minute 863 (Agenda Item No. 10 (Supplementary Pack 2 refers)) Called-in by Councillors Cox and Davidson

6 **Annual Education Report** (Pages 29 - 34)

Minute 869 (Cabinet Book 2, Agenda Item No. 16 refers)  
Called in by Councillors Cox & Davidson

7 **Outcome Success Measures Report - Quarter 3 2019/20** (Pages 35 - 60)

Minute 867 (Cabinet Book 3, Agenda Item No. 14 refers)  
Referred direct by Cabinet to all three Scrutiny Committees

\*\*\*\* **OTHER SCRUTINY MATTERS**

8 **Changes to Clinical Commissioning Groups in Mid & South-Essex**  
(Pages 61 - 76)

To receive an update on the progress of the merger of the Clinical Commissioning Groups.

9 **East of England Ambulance Trust - Shoeburyness Ambulance Station**

To receive an update on the progress of the modelling review currently being undertaken by the East of England Ambulance Service NHS Trust.

## **10 In-Depth Scrutiny Project 2019/20 - Progress**

To receive an update on the progress of the in-depth scrutiny project for 2019/20.

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

None

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

None

## **TO: The Chairman & Members of the People Scrutiny Committee:**

Councillor L Salter (Chair), Councillor N Folkard (Vice-Chair)  
Councillors H Boyd, M Borton, A Chalk, A Dear, M Dent, F Evans, D Garne, B Hooper, M Kelly, K Mitchell, C Nevin, I Shead, M Stafford, A Thompson, C Willis, J Collis, K Jackson, J Broadbent and Mr T Watts

#### Co-opted members

Church of England Diocese –

Fr Jonathan Collis (Voting on Education matters only)

Roman Catholic Diocese –

VACANT (Voting on Education matters only)

#### Parent Governors

(i) VACANT (Voting on Education matters only)

(ii) VACANT (Voting on Education matters only)

SAVS – K Jackson (Non-Voting )

Healthwatch Southend – J Broadbent (Non-Voting)

Southend Carers Forum – T Watts (Non-Voting)

#### Observers

Youth Council

(i) N Whitehouse (Non-voting)

(ii) S Kebbell (Non-Voting)

# SOUTHEND-ON-SEA BOROUGH COUNCIL

## Meeting of People Scrutiny Committee

**Date: Wednesday, 29th January, 2020**

**Place: Committee Room 1 - Civic Suite**

# 4

**Present:** Councillor L Salter (Chair)  
Councillors N Folkard (Vice-Chair), H Boyd, M Borton, A Chalk, A Dear, M Dent, F Evans, D Garne, B Hooper, M Kelly, K Mitchell, C Nevin, I Shead, M Stafford, A Thompson and C Willis  
T Watts and F Dawkins (co-opted members)

**In Attendance:** Councillors I Gilbert, A Jones and M Terry (Cabinet Members)  
S Baker, K Ramkhalawon, D Simon, T Forster, J O'Loughlin, M Marks and R Harris

**Start/End Time:** 6.30 pm - 7.20 pm

### 756 Apologies for Absence

Apologies for absence were received from J Broadbent (substitute: F Dawkins).

### 757 Declarations of Interest

The following interests were declared at the meeting:-

(a) Councillors Gilbert, Jones and Terry (Cabinet Members) – interest in the referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;

(b) Councillor Borton – Agenda Item No. 6 (Admission Arrangements) Minute 726 and Agenda Item No. 7 (School Term Dates 2021/22) (Minute 727) – Non-pecuniary interest: Governor at Milton Hall School; and Agenda Item No. 8 (Additional Outcome Success Measures) (Minute 728) – Non-pecuniary interest: EPUT mentioned under 'safe and well' – daughter is a ward manager at Basildon MHU;

(c) Councillor Hooper – Agenda Item No. 6 (Admission Arrangements) Minute 726 and Agenda Item No. 7 (School Term Dates 2021/22) (Minute 727) – Non-pecuniary interest: son attends Southend High School for Boys and works with schools as director of BE; and

(d) Councillor Folkard – Agenda Item No. 5 (Draft Prioritising Resources to Deliver Better Outcomes) (Minute 725) – Non-pecuniary interest: ambassador for the fund raising team at Southend University Hospital and on the review panel at the hospital for the information leaflets; relative works at Broomfield Hospital.

**758 Questions from Members of the Public**

Councillor Jones, the Cabinet Member for Children and Learning, responded to written questions received from Mr Webb.

**759 Minutes of the Meeting held on Tuesday, 26th November, 2019**

Resolved:-

That the Minutes of the Meeting held on Tuesday 26<sup>th</sup> November 2019, be confirmed as a correct record and signed.

**760 Draft Prioritising Resources to Deliver Better Outcomes – 2020/21 to 2024/25**

The Committee considered Minute 692 of the meeting of Cabinet held on 16<sup>th</sup> January 2020, which had been referred direct to all three Scrutiny Committees, together with a report of the Executive Director (Finance and Resources) presenting the draft General Fund Revenue Budget for 2020/21.

In response to a question regarding the Dedicated Schools Grant Budget and schools revenue funding, the Cabinet Member for Children & Learning said that she would circulate further details to the Committee on the final funding allocations.

In response to a question regarding the £300,000 for complex needs provision, the Leader of the Council confirmed that this was a one-off investment from reserves.

Resolved:

That the following decisions of Cabinet, be noted:-

“1. That the draft Financial Sustainability Strategy (Appendix 1 to the submitted report) be endorsed.

2. That the draft Medium Term Financial Strategy (Appendix 2 to the report) and the resulting Medium Term Financial Forecast and Earmarked Reserves Balances up to 2024/25 (Annexes 1 and 2 to Appendix 2 to the report), be endorsed.

3. That the Section 151 Officer’s report on the robustness of the proposed budget, the adequacy of the Council’s reserves and the Reserves Strategy (Appendix 3 to the report), be noted.

4. That the appropriation of the sums to earmarked reserves totalling £3.37 million (Appendix 4 to the report), be endorsed.

5. That the appropriation of the sums from earmarked reserves totalling £8.972 million (Appendix 4 to the report), be endorsed;



6. That General Fund net revenue budget for 2020/21 of £130.428M (Appendix 5a to the report) and any required commencement of consultation, statutory or otherwise, be endorsed.
7. That a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2020/21, being 1.99% for general use and 2% for Adult Social care (Paragraph 10.10 of the report), be endorsed.
8. That it be noted that the 2020/21 revenue budget has been prepared on the basis of using £2 million from the Collection Fund for the core budget to allow for a smoothing of the budget gap across the next three financial years (Paragraph 10.9 of the report).
9. That it be noted that the position of the Council's preceptors is to be determined:
  - Essex Police – no indication of Council Tax position;
  - Essex Fire & Rescue Services – no indication of Council Tax position; and
  - Leigh-on-Sea Town Council – proposed precept increase ranging from 4.72% to 8.30%.
10. That no Special Expenses be charged other than the Leigh-on-Sea Town Council precept for 2020/21.
11. That the proposed General Fund on-going budget investment and reprioritisation of £5.355M (Appendix 6 to the report), be endorsed.
12. That the one-off investment items, as set out in paragraph 10.8 of the report and included within the appropriations (Appendix 7 to the report), be endorsed.
13. That the schools budget and its relevant distribution as recommended by the Education Board (Appendix 8 to the report), be endorsed.
14. That the Capital Investment Strategy for 2020/21 to 2024/25 (Appendix 9 to the submitted report) and the Capital Investment Policy (Annex 1 to Appendix 9 to the report), be endorsed.
15. That the new schemes and additions to the Capital Investment Programme for the period 2020/21 to 2024/25 totalling £28.4M for the General Fund and £18.7M for the Housing Revenue Account (Appendix 10, to the report), be endorsed.
16. That the schemes subject to viable business cases for the period 2020/21 to 2022/23 (Appendix 10 to the report), be endorsed.
17. That the proposed changes to the current Capital Investment Programme (Appendix 11, to the report), be endorsed.
18. That the proposed Capital Investment Programme for 2020/21 to 2024/25 (Appendix 12 to the report) be approved and it be noted that the changes to the approved programme will result in a proposed Capital Investment Programme

of £204.8M for 2020/21 to 2024/25 (Appendix 12 to the report) of which £51.3M is supported by external funding.

19. That the Minimum Revenue Provision (MRP) Policy for 2020/21 (Appendix 13 to the report) and the prudential indicators (Appendix 14 to the report), be endorsed.

20. That the operational boundary and authorised limits for borrowing for 2020/21 are set at £375M and £385M respectively (Appendix 14 to the report).”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 11<sup>th</sup> February 2020 is a Council Function  
Cabinet Member: Cllr Gilbert

#### **761 Admission Arrangements for Community schools and Admission Co-ordinated Scheme**

The Committee considered Minute 705 of the meeting of Cabinet held on 16<sup>th</sup> January 2020, which had been referred direct to Scrutiny, together with a report of the Executive Director (Children and Public Health) on the above matter.

In response to a question concerning the number of appeals related to deferred entry to school the Cabinet Member for Children and Learning agreed to provide details on the number of appeals and how many were successful.

Resolved:

That the following decision of Cabinet, be noted:-

“1. That the Cabinet determines (i.e. formally agrees) the oversubscription criteria (including explanatory notes) and Published Admission Number (PAN) within Admission Arrangements for Community Schools as set out in Appendix 1 to the submitted report.

2. That it be noted that the Determined Coordinated Admission Scheme for the academic year 2021/22 was published on 31st December 2019 (Appendix 2 to the report).”

Note: This is an Executive Function  
Cabinet Member: Cllr Jones

#### **762 School Term Dates 2021/22**

The Committee considered Minute 706 of the meeting of Cabinet held on 16<sup>th</sup> January 2020, which had been referred direct to Scrutiny, together with a report of the Executive Director (Children and Public Health) proposing the guideline school term and holiday dates for the academic year 2021/22.

Resolved:

That the following decision of Cabinet, be noted:-

“That the school term and holiday dates for 2021/22 as set out in Appendix 1 to the submitted report be approved for community schools and as a guide to all schools in the Borough.”

Note: This is an Executive Function  
Cabinet Member: Cllr Jones

### **763 Additional Outcome Success Measures Reporting**

The Committee considered Minute 708 of the meeting of Cabinet held on 16<sup>th</sup> January 2020, which had been referred direct to Scrutiny, together with a report of the Chief Executive presenting the Outcome Success Measures report that provides an update on the Council’s progression on the 23 Southend 2050 outcomes.

In response to a question regarding EPUT, the Cabinet Member for Children and Learning highlighted that the early stages of recommissioning were underway and undertook to circulate details to the Committee.

In response to a question regarding the temporary accommodation under ‘safe and well’ the Cabinet Member for Children and Learning undertook to provide the figures in writing to the Committee.

In response to a question regarding the NEET figures under ‘Opportunity and Prosperity’, the Cabinet Member for Children and Learning undertook to provide details on the trends and information relating to the unknown ‘NEETs’ over the same period of time for comparison purposes.

Resolved:

That the following decision of Cabinet, be noted:-

“That the Outcome Success Measures report, be noted.”

Note: This is an Executive Function  
Cabinet Member: Cllr Gilbert

### **764 2019/20 Corporate Risk Register**

The Committee considered Minute 708 of the meeting of Cabinet held on 16<sup>th</sup> January 2020, which had been referred direct to Scrutiny, together with a report of the Chief Executive, outlining the 2019/20 Corporate Risk Register mid-year update.

Resolved:

That the following decision of Cabinet, be noted:-

“That the 2019/20 Corporate Risk Register and the mid-year updates outlined in Appendix 2 to the submitted report, be noted.”

Note: This is an Executive Function  
Cabinet Member: Cllr Woodley

**765 Council Procedure Rule 46**

The Committee considered Minute 712 of the meeting of Cabinet held on 16<sup>th</sup> January 2020 which had been referred direct to Scrutiny, in connection with the action taken with regard to the provision of passenger transport.

Resolved:-

That the following decision of Cabinet, be noted:-

“That the submitted report be noted.”

Note: This is an Executive Function  
Cabinet member: As appropriate to the item

**766 Exclusion of the Public**

Resolved:-

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

**767 Council Procedure Rule 46 - Confidential Sheet**

The Committee considered Minute 714 of the meeting of Cabinet held on 16<sup>th</sup> January 2020 which had been referred direct to Scrutiny concerning action taken under Standing Order 46 – Confidential sheet.

Resolved:-

That the following decision of Cabinet, be noted:-

“That the SO46 confidential sheet, be noted.”

Note: This is an Executive Function  
Cabinet Member: Cllr Woodley

**Chair:** \_\_\_\_\_

# Southend-on-Sea Borough Council

Agenda  
Item No.

5

Report of Deputy Chief Executive (Place)

To

Cabinet

On

25<sup>th</sup> February 2020

Report prepared by: Andrew Lewis Deputy Chief Executive  
and Executive Director for Growth and Housing

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## Southend Adult Community College Scheme of Delegation

Relevant Scrutiny Committee(s): Place Scrutiny  
Cabinet Member: Councillor Anne Jones  
Part 1 (Public Agenda Item)

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### 1. Purpose of Report

The purpose of the report is to update the governance arrangements in relation to Southend Adult Community College (“the College”) following the Council’s senior management restructure.

### 2. Recommendations

It is recommended that:

#### 2.1 The updated Scheme of Delegation at Appendix 1 is agreed;

#### 2.2 The Cabinet Member with responsibility for learning be agreed as the Council representative on the College’s Governing Body.

### 3. Background

#### 3.1 The College operates under a Scheme of Delegation which was last updated November 2018. This states at paragraph 12 of Annexe B that the Articles should be “*reviewed every two years to ensure they reflect best governance practice and may be amended or replaced in agreement with the Authority, or revoked by order of the Authority*”. In this instance is it necessary to update the articles within the two year timeframe to reflect the changes made following the Council’s senior management restructure which has seen the College move into the Regeneration and Growth basket of services.

#### 3.2 The amends to the updated Scheme of Delegation (**Appendix 1**) reflect the changes to senior management structure to ensure appropriate accountability and support. Other changes can be found at Annexe A paragraph 2.2 which makes a minor change to the terminology relating to Learner Engagement

Monitoring. Annexe A paragraph 10.4 introduces the ability to hold virtual approvals and delegations as is common practice elsewhere.

- 3.3** The Council has been represented on the College's Governing Body over the years. The end of the term of office of the most recent representative has been reached and the Council's representation reviewed accordingly. It is proposed that going forward the Council be represented on the Governing Body by the Cabinet Member with responsibility for learning supported by the Director of Regeneration and Growth. Although there is a delegation in place for the appointment of the Local Authority governor, it is considered expedient on this occasion for the appointment to be made by Council.

#### **4. Other Options**

There is an existing Scheme of Delegation (dated November 2018) which could be retained however this would not be up-to-date and an accurate reflection of the Council-College relationship.

#### **5. Reasons for Recommendations**

The College is part of the Council and the Scheme of Delegation sets out the governance relationship for the College in relation to the rest of the Council. An up-to-date Scheme of Delegation and representation on the Governing Body are good practice.

#### **6. Corporate Implications**

##### **6.1 Contribution to the Southend 2050 Road Map**

The work of the College directly contributes towards a number of Southend 2050 outcomes.

*Opportunity and Prosperity outcome 3:*

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

The College provides learning and education from the age of 14. It seeks to align its curriculum planning with local economic need. It also offers training for the existing local workforce including staff development and wider professional and community learning.

*Active and Involved outcomes 1 and 2:*

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

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

The College is a space where people from different backgrounds come together, learn together and about each other, and positively contribute towards life in Southend.

## **6.2 Financial Implications**

The delegated budget to the College is reflected in the existing Scheme of Delegation. Updates proposed do not present a material change to this provision.

## **6.3 Legal Implications**

The Council must approve an updated Scheme of Delegation to ensure the amendments and updates takes effect on the running of the College.

## **6.4 People Implications**

This report aligns the College with the senior management restructure agreed last year through corresponding updates to the Scheme of Delegation. It also recommends appointment of a Councillor and an officer to the Governing Body.

## **6.5 Property Implications**

There are no direct property implications of this report. The College operates from three sites across the borough, two of these are maintained by the Council.

## **6.6 Consultation**

There is no consultation required in regards to this report.

## **6.7 Equalities and Diversity Implications**

This report has no equality and diversity implications.

## **6.8 Risk Assessment**

The risk of not updating would be to the detriment of the effectiveness of the college's governing body in meeting the strategic challenges facing adult and community education provision.

## **6.9 Value for Money**

This report has no value for money implications.

## **6.10 Community Safety Implications**

This report has no community safety implications.

## **6.11 Environmental Impact**

This report has no environmental implications.

## **7. Background Papers**

None

## **8. Appendices**

### **Appendix 1 – Revised Scheme of Delegation**



**Scheme of Delegation for the Governance of  
Southend Adult Community College  
(including the Instrument of Government and  
Articles of Government)**

**February 2020**

# Scheme of Delegation for the Governance of Southend Adult Community College

## 1. INTERPRETATIONS

In this document, unless the context otherwise requires, the following expressions shall have the meanings indicated in this paragraph:

- “*The Articles of Government*” means the Articles of Government for Southend Adult Community College at Annex B
  - “*The Authority*” means Southend on Sea Borough Council;
  - “*The College*” means Southend Adult Community College;
  - “*The Deputy Chief Executive & Executive Director of Growth and Housing*” means the postholder within the Authority, or any officer of the Authority nominated by him/her;
  - “The Director of Regeneration and Growth” means the Director of Regeneration and Growth of the Authority or any officer of the Authority nominated by him or her.
  - “*The Executive Director of Finance and Resources*” means the postholder within the Authority or any officer of the Authority nominated by him/her.
  - “*The Financial Scheme of Delegation*” means the College’s Financial Regulations and Scheme of Delegation (October 2015);
  - “*The Governors*” means the Governing Body of the College;
  - “*The Instrument of Government*” refers to the Instrument of Government shown in Annex A
  - “*The Scheme*” means Scheme of Delegation for the Governance of Southend Adult Community College
- 1.1. The headings are included for convenience only, and shall not affect the construction of this document.
- 1.2. This Scheme makes provision for the principles and procedures, which the Authority will use to plan adult community learning provision, the quality of provision, the determination of an annual budget, and the delegation by the Authority of the management of the budget to the Governors.

## 2. THE PLANNING PROCESS

- 2.1. The planning cycle is based on the Education and Skills Funding Agency (ESFA) business year, 1 August to 31 July, while taking account also of financial and calendar years.
- 2.2. The planning process embraces the entire provision made by the College, however funded.
- 2.3. The purpose of the planning process is to determine what changes are needed to the existing broad pattern of provision in order that it may meet

more effectively the changing needs of the economy and population of the Authority's area.

- 2.4. The planning process will have regard to the general educational character of the College as determined from time to time by the Authority in consultation with the Governing Body.
- 2.5. The Authority will determine each year, in discussion with the College, how in broad terms, the pattern of provision made by the College is to contribute to meeting the needs of the area.

### **3. THE BUDGET**

- 3.1. The Authority will determine the total gross funds required for the proposed level of activity of the College, based on the ESFA allocations. The College's budget shall be given as a cash limited net expenditure figure after a deduction for the cost of the Authority's core responsibilities. The cost of these core responsibilities shall be formally reported to the Chair of Governors on an annual basis, following approval from the Authority's budget by full Council. Support services, provided by the Authority, will be charged through the operation of Service Level Agreements.
- 3.2. This Scheme provides for surpluses, or deficits, in the delegated budget to be carried forward into the following financial and ESFA business years.
- 3.3. The scale of tuition fees and policies relating to the revision of fees for adult community learning are to be set by the Governing Body. In exercising these functions, the Governing Body may make different arrangements for the different kinds of provision. In setting tuition fee levels, the College shall have regard to the income target set by the College, and the anticipated effect of fee levels on numbers of enrolments.
- 3.4. This Scheme does not provide for a contingency fund. The Governors are expected to set aside funds from within the delegated budget to meet unforeseen in-year increases.

### **4. DELEGATION TO THE GOVERNING BODY OF THE COLLEGE**

- 4.1. The Authority prescribes rules and standards consistent with this Scheme to be observed in the conduct of the work of College e.g. financial regulations, standing orders for contracts; standards and specifications for the maintenance of premises; health and safety policies.
- 4.2. The Authority, as employer, determines terms and conditions of service for its employees, which must be adopted by the Governing Body.
- 4.3. The powers and responsibility of the Governing Body are limited to those specifically delegated to them by the Authority exercised in accordance with any conditions applicable. The Governing Body is not a body corporate and so, when acting under delegated powers, does so on behalf of the Authority.

## **5. POWERS OF THE GOVERNING BODY**

5.1. Subject to the duties set out in paragraph 16, the following are the main powers delegated to the Governing Body:

- To incur expenditure within the delegated budget set by the Authority;
- To exercise virement within the delegated budget across all revenue expenditure headings except those that relate to earmarked items;
- To determine, at a detailed level, the pattern of learning programmes to be provided by the College during the financial year, and to vary the pattern to take account of developing needs and circumstances;
- To regulate staffing matters in accordance with the Articles of Government and specifically:
  - to determine what staff are required for the purposes of the College, and to select such staff;
  - to determine the duties of staff so selected, and their grading according to the scale of grades currently applicable in relation to employment with the Authority;
  - to exercise any discretion of the Authority with respect to the remuneration to be paid to such staff;
  - to regulate matters relating to conduct, discipline and employment grievances of staff in accordance with arrangements specified by the Authority.
- To incur expenditure within the delegated budget, on such repairs, maintenance and minor alterations not categorised as capital expenditure, in accordance with the procurement procedures in the agreed Financial Scheme of Delegation.
- To purchase, using funds from the delegated budget, such supplies, equipment and services as are needed for the College in accordance with guidelines outlined in the agreed Financial Scheme of Delegation;
- To determine the use to which the premises of the College may be put, and the charges to be made for the use of those premises during the course of the financial year (subject to provision that the Governing Body shall not sell, lease or grant a tenancy of any part of the College premises or enter into any agreement for the occasional use of part of the premises over a period of more than one academic year without the Authority's written approval).

## **6. DUTIES OF THE GOVERNING BODY**

6.1. The main duties and responsibilities delegated to the Governing Body are as follows:

- To produce a strategic plan and annual operating statement with clear key performance indicators that outline how the college will deliver the Authority's Adult Community Learning programme across the Southend and South Essex area.

- To oversee the quality of the College's provision
- To manage efficiently, economically and effectively the delegated budget;
- To have regard, in exercising its functions, to the legal responsibilities of the Authority for the strategic planning and quality control of adult community learning, and to take account of the advice of the Director of Regeneration and Growth in the exercise of such functions;
- To avoid any action likely to put the Authority in breach of its statutory responsibilities;
- To avoid a budget deficit;
- To comply with the Authority's financial regulations and standing orders as outlined in the Financial Scheme of Delegation;
- To adhere to the policies of the Authority; and
- To provide the Authority with such information as it may require for the exercise of its statutory functions, including the return of information in connection with budget monitoring.

## **7. WITHDRAWAL OF DELEGATION**

- 7.1. Where the Authority considers that the Governing Body, within the delegation requirements
- a) Has been guilty of substantial or persistent failure to comply with any requirements applicable under the scheme; or
  - b) Is not managing the appropriation of expenditure of the sum put to its disposal or granted to it for the purposes of the institution in a satisfactory manner

The Authority may take certain specified actions. These are:

- a) Complete suspension of the Governing Body's right to a delegated budget;
  - b) The limitation of that right to part only of the budget for the College;
  - c) The restriction, in any manner that appears to the Authority appropriate in the circumstances, of the discretion of the Governing Body to spend any sums available or granted to it in respect of the College's budget or any part of it;
  - d) Closure of any bank account, which the Executive Director of Finance and Resources has approved for the management of College funds.
- 7.2. Except in the case of an emergency, where the Authority will suspend delegation without notice, the Authority will give the Governing Body a calendar month's notice of any proposal to suspend or restrict delegation, with reasons, and the Governing Body shall have the right of appeal to the Authority.
- 7.3. Any suspension or restriction of delegation will be reviewed before the beginning of every financial year, and revoked as soon as possible.

## **8. DELEGATION OF PRINCIPAL**

- 8.1. The Governing Body may delegate any of its powers to a committee or sub-committee of the Governing Body, or to the Principal, in accordance with the Articles of Government.

## **9. TIMING OF IMPLEMENTATION**

- 9.1. This Scheme shall take effect from DATE TO BE INSERTED FOLLOWING AGREEMENT, after approval by the Council and Governing Body

## **INSTRUMENT OF GOVERNMENT FOR SOUTHEND ADULT COMMUNITY COLLEGE**

In exercise of the powers conferred upon it by section 85 of the Further and Higher Education Act 1992, Southend on Sea Borough Council, acting as Local Authority, hereby orders as follows:

### **1. INTERPRETATION**

In this Instrument of Government, unless the context otherwise requires, the following expressions shall have the meanings indicated in this paragraph:

- “The Authority” means Southend on Sea Borough Council acting as local authority and, where any function has been delegated to a committee of the Authority, or office of the Authority, includes in relation to that function of the committee or office to whom it exercise has been delegated;
- “The College” means the Southend Adult Community College;
- “*The Deputy Chief Executive & Executive Director of Growth and Housing*” means the postholder within the Authority, or any officer of the Authority nominated by him or her;
- “The Executive Director of Finance and Resources” means the Executive Director of Finance and Resources or any officer of the Authority nominated by him or her;
- “The Governors” means the Governing Body of the College;
- “*The Scheme*” means Scheme of Delegation for the Governance of Southend Adult Community College;
- “*Senior Staff*” means the Principal and Senior Management Team of the College.

1.2 The Interpretation Act 1978 shall apply for the interpretation of this Instrument as it applies for the interpretation of an Act of Parliament.

### **2. COMPOSITION OF THE GOVERNING BODY**

2.1 The Governing Body of the College shall consist of twelve members to be selected and appointed as follows:

- i. One elected member of the Authority nominated and appointed by the Authority following the processes outlined in 2.4;
- ii. One member representing and elected by the staff of the College;
- iii. Nine members co-opted by the other Governors from amongst persons who are able to make substantial contribution to the effectiveness of the College in the local community;
- iv. The Principal of the College.

- 2.2 The Governing Body will seek to recognise and respond to the breadth and diversity of the student body through Learner Engagement Monitoring to seek valuable feedback and insight from learners on their progress, aims, and ambitions and to inform future strategy development. This will aid the Governing Body in tracking learner progress and holding the senior leaders to account on the outcomes of learners, with the overarching aim of continuous quality review and development. Learner Engagement Monitoring will take place three times each academic year.
- 2.3 The Governing Body shall appoint a person to act as a Clerk.
- 2.4 Nominations for the Local Authority governor will be made by Deputy Chief Executive & Executive Director of Growth and Housing in consultation with members of the Authority's Appointments and Disciplinary Committee. If any of the said Committee objects to the proposal by the Deputy Chief Executive & Executive Director of Growth and Housing the matter shall go to the above Committee for determination.
- 2.5 Appointment of the staff governor and co-opted governors will be made by the Governing body following recommendation by a panel comprising a representative of The Deputy Chief Executive & Executive Director of Housing & Growth, the Chair of Governors and an existing governor following scrutiny of the applications and a short interview carried out by the panel.

### **3. APPOINTMENT OF CHAIR AND VICE-CHAIR**

- 3.1 At the first full meeting of the Governing Body constituted in accordance with this Instrument, the Governors shall appoint a Chair and Vice-Chair from amongst their number.
- 3.2 Any Governor appointed under paragraph 2.1 (ii) or 2.1 (iv) above shall not be eligible to be appointed Chair or Vice-Chair.
- 3.3 The Chair and Vice-Chair shall hold office for one year.
- 3.4 If both the Chair and Vice-Chair are absent from any meeting of the Governing Body, the Governors present shall choose one of their number to act as Chair for the meeting, provided that the Governor chosen shall not be Governor appointed under paragraph 2.1 (ii) or 2.1 (iv) above.
- 3.5 The Chair and Vice-Chair may at any time, by notice in writing to the Clerk to the Governing Body, resign their respective offices.
- 3.6 At the first meeting following expiry of the term of office of the Chair and Vice-Chair, or following the resignation of the Chair or Vice-Chair, the Governors shall appoint a new Chair or Vice-Chair, as the case may be, from amongst their number.
- 3.7 The Chair and Vice-Chair, retiring at the end of their respective terms of office, shall be eligible for re-appointment.



#### **4. PERSONS INELIGIBLE TO BE GOVERNORS**

- 4.1 No person who has not attained the age of 18 years shall be eligible for appointment as a Governor.
- 4.2 No person who is a member of staff of the College shall be eligible for appointment as a Governor except in accordance with paragraph 2.1 (ii) or 2.1 (iv) above.
- 4.3 A person shall be disqualified for holding, or continuing to hold, office as a Governor if, in summary, that person:
- a) Is the subject of a bankruptcy restrictions order; an interim bankruptcy restrictions order; debt relief restrictions order; an interim debt relief restrictions order; or their estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
  - b) Is subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1976; a disqualification order under the Companies (Northern Ireland) Order 2002; a disqualification undertaking accepted under the Company Directors Disqualification (Northern Ireland) Order 2002; or an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order);
  - c) Has been removed from the office of Trustee for a charity by an order made by the Charity Commission or Commissioners or High Court on grounds of any misconduct or mismanagement in the administration of the charity, or under section 34 of the Charities and Trustee Investment (Scotland) Act 2005 from being concerned in the management or control or any body;
  - d) Has been removed from office as an elected governor within the last five years;
  - e) Is included in the list of people considered by the Secretary of State as unsuitable to work with children or young people;
  - f) Is barred from any regulated activity relating to children;
  - g) Is subject to a direction of the Secretary of State under section 142 of the Education Act 2002 or section 128 of the Education and Skills Act 2008;
  - h) Is disqualified from working with children or from registering for child-minding or providing day care;
  - i) Is disqualified from being an independent school proprietor, teacher or employee by the Secretary of State;
  - j) Subject to certain exceptions for overseas offences that do not correlate with a UK offence, has been sentenced to three months or more in prison (without the option of a fine) in the five years ending with the date preceding the date of appointment/election as a governor or since becoming a governor;
  - k) Subject to certain exceptions for overseas offences that do not correlate with a UK offence, has at any time received a prison sentence of five years or more;
  - l) Has been convicted and fined for causing a nuisance or disturbance on school or educational premises during the five years ending with the date

immediately preceding appointment/election or since appointment or election as a governor;

m) Refuses a request by the Clerk to make an application to the Disclosure and Barring Service for a criminal records certificate.

4.4 Anyone proposed or serving as a governor who is disqualified for one of these reasons must notify the Clerk to the Governing Body.

## **5. TERM OF OFFICE**

5.1 Governors appointed under paragraphs 2.1 (i) and 2.1 (iii) shall serve for a period of four years. Governors appointed under paragraphs 2.1 (ii) and 2.1 (iv) shall serve a period of four years provided they remain employed at the College in the relevant capacity.

5.2 Governors retiring at the end of their first term of office shall be eligible for re-appointment. If they wish to continue they should write to the Chair requesting consideration of a second term. This will be followed by an interview with the Chair to determine their suitability in the context of the skills needs of the Governing Body at that time. It would not normally be expected that a Governor would serve more than two terms.

## **6. DETERMINATION OF GOVERNORSHIP**

6.1 A Governor may at any time resign his or her office by notice in writing to the Clerk to the Governing Body.

6.2 Any Governor who is absent for four or more meetings during a period of six months, unless the reason for his or her absence is approved by the Governing Body, will thereupon cease to be a Governor.

6.3 Any Governor may by notice in writing be removed from that office by the body which appointed or elected him or her in accordance with paragraph 2.1 above.

6.4 Where a Governing Body has any concerns over the effectiveness or behaviour of a Governor appointed by another body, they will bring their concerns to the attention of that body. It would then be for that body to consider where the information brought to light is sufficient to change their opinion of whether the individual concerned continues to have the skills required to contribute to effective governance.

6.5 The Authority governors may be removed from office by the local authority that nominated them. The Authority must give written notice of the removal to the Clerk to the governing body and to the governor concerned.

6.6 The Governing Body may remove co-opted Governors following the guidance provided in The Constitution of Governing Bodies of maintained schools, August 2017, Regulation 25 (section C.6).

6.7 Any Governor who is a Governor by virtue of being a member of the staff (including the Principal) shall cease to be a Governor if he or she ceases to be a member of staff of the College.

## **7. VACANCIES**

- 7.1 Upon the occurrence of a vacancy or expected vacancy amongst the Governors appointed under paragraphs 2.1 (i), 2.1 (ii) and 2.1 (iv) above, that vacancy shall be notified as soon as possible to the body by whom the outgoing Governor was nominated or elected. It shall be for that body to nominate or elect, as the case may be, a person to fill the vacancy. For governors appointed under 2.1(i), the process outlined in 2.3 should be followed.

## **8. VALIDITY OF PROCEEDINGS**

- 8.1 The validity of proceedings of the Governing Body, or any committee of the Governors, shall not be affected by any vacancy amongst the members, or by any defect in the nomination, election or appointment of a member.

## **9. GOVERNORS NOT TO BE FINANCIALLY INTERESTED IN THE COLLEGE**

- 9.1 Except with the approval in writing of the Authority, no Governors shall take or hold any interest in any property held or used for the purpose of the College, nor receive any remuneration for his or her services as a Governor; provided that a Governor who is a member of the staff of the College (including the Principal) may receive remuneration in that capacity.

A Governor who has any financial interest in:

- a) The supply of work materials, goods or services to or for the purposes of the College; or
- b) Any contract or proposed contract concerning the College; or
- c) Any other matter relating to the College

and is present at a meeting of the Governors at which the supply, contract or other matter is to be considered, shall at the meeting disclose and have minuted the fact and shall not take part in the consideration or vote on any question with respect to it.

## **10. MEETINGS**

- 10.1 The Governing Body shall meet at least ten times in an academic year, and shall hold other such meetings as may be necessary. A meeting of the Governing Body is required formally to approve the budget of the College prior to the final date for notifying the Authority of its approved budget.
- 10.2 All meetings shall be summoned by the Clerk to the Governors, who shall send to the Governors written notice of the meeting and a copy of the agenda at least seven days in advance of the meeting.
- 10.3 A special meeting of the Governors may be called at any time by the Chair of the Governors or at the request in writing of any four Governors. Where the Chair, or in his or her absence, the Vice-Chair, so directs on the grounds that there are matters demanding urgent consideration, it shall be sufficient if the written notice convening the meeting and the agenda are given within such period, being less than seven days, as he or she specifies.

- 10.4 The ability to undertake virtual approvals and delegations as the need arises as a group or under Chair's action. Any virtual approvals must meet the same requirements as face-to-face meetings set out in the rest of Annex A sections 11-16.

## **11. QUORUM**

- 11.1 The quorum for a meeting of the Governing Body shall be one third (rounded up to a whole number) of the membership thereof when complete.
- 11.2 The quorum for the purpose of appointing co-opted governors pursuant to paragraph 2.1 (iii) shall be any three quarters (rounded up to a whole number) of the Governors concerned.
- 11.3 If the number of Governors assembled for a meeting of the Governing Body does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the Governing Body the number of members thereof present ceases to constitute a quorum, the meeting shall be terminated forthwith.
- 11.4 If for lack of a quorum a meeting cannot be held or, as the case may be, cannot continue, the Chair shall, if he or she thinks fit, cause a special meeting to be summoned as soon as conveniently may be.

## **12. PROCEEDINGS OF MEETINGS**

- 12.1 Every question to be decided at a meeting of the Governing Body shall be determined by a majority of the votes of the Governors present and voting on the question. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote.

## **13. MINUTES**

- 13.1 At every meeting of the Governing Body the minutes of the last meeting, if agreed to be accurate, shall be signed as a true record.

## **14. PUBLIC ACCESS TO MEETINGS**

- 14.1 The Governing Body will decide whether any person who is not:
- a) A member of the Governing Body;
  - b) The Clerk to the Governing Body;
  - c) The Executive Director of Finance and Resources or his/her representative.

should be allowed to attend a meeting of the Governing Body.

## **15. PUBLICATION OF MINUTES AND PAPERS**

- 15.1 Subject to paragraph 15.2, the Governing Body shall ensure that a copy of:
- a) The agenda for every meeting of the Governing Body;

- b) The draft minutes of every such meeting, if they have been approved by the Chair of the meeting;
- c) The signed minutes of every such meeting and
- d) Any report, document or other paper considered at any such meeting shall, in each case as soon as may be, be made available at the locations of the College to any person wishing to inspect them.

15.2 There may be excluded from any item required to be made available in pursuance of paragraph 15.1 above, any material relating to:

- a) A named tutor or other person employed at or proposed to be employed at the College;
- b) A named student at, or prospective student at the College;
- c) Any matter which, by reason of its nature, the Governing Body is satisfied should be dealt with on a confidential basis.

## **16. ATTENDANCE OF THE EXECUTIVE DIRECTOR OF FINANCE AND RESOURCES**

16.1 The Executive Director of Finance and Resources or his/her representative may attend any meeting of the Governing Body or any Committee or Sub-Committee thereof and may speak at any such meeting for the purpose of advising on financial matters.

16.2 The Clerk to the Governors shall send to the Executive Director of Finance and Resources, at the same time as they are sent to the Governors, copies of the agenda and other papers, and the minutes of meetings of the Governing Body and of any committee or Sub-Committee thereof.

16.3 The Executive Director of Finance and Resources shall be entitled at any time to submit to the Governing Body, through the Clerk to Governors, such reports and recommendations as he or she considers appropriate.

## **17. COPIES OF INSTRUMENT**

17.1 A copy of this instrument shall be given to every Governor and every permanent member of staff on appointment, and shall be available upon request to every other member of staff and every student.

## **18. REVIEW, ALTERATION OR REVOCATION**

18.1 This instrument is to be reviewed every two years by the Governors to ensure that it reflects best governance practice and may be varied in agreement with the Authority or revoked by a further order made by the Authority.

**19. DATE OF INSTRUMENT**

19.1 This instrument shall come into operation on DATE TO BE INSERTED FOLLOWING AGREEMENT

## **ARTICLES OF GOVERNMENT FOR SOUTHEND ADULT COMMUNITY COLLEGE**

### **1. INTERPRETATION**

In these Articles, unless the context otherwise requires, the following expressions shall have the meanings indicated in this paragraph:

- In this document, unless the context otherwise requires, the following expressions shall have the meanings indicated in this paragraph:
  - *“The Authority”* means Southend on Sea Borough Council;
  - *“The College”* means Southend Adult Community College;
  - *“The Director of Regeneration and Growth”* means the Director of Regeneration and Growth of the Authority or any officer of the Authority nominated by him or her;
  - *“The Financial Scheme of Delegation”* means the College’s Financial Regulations and Scheme of Delegation (October 2015);
  - *“The Governing Board”* means the governing body of the College;
  - *“The Governors”* means the governors in the Governing Body of the College;
  - *“The Scheme”* means the Scheme of Delegation for the Governance of Southend Adult Community College;
  - *“Senior Staff”* means the Principal and Senior Management Team of the College.

The interpretation Act 1978 shall apply for the interpretation of these Articles as it applies for the interpretation of an Act of Parliament.

### **2. CONDUCT OF THE COLLEGE**

- 2.1 The institution shall be conducted in accordance with the provisions of the Instrument of Government, these Articles, any rules or bye-laws made under these Articles and any trust deed regulating the institution.
- 2.2 The Authority, in consultation with the Governors, shall be responsible for determining, in accordance with the Scheme, the general character of the College and its place in the local education system
- 2.3 The Governors shall be responsible, in accordance with the Scheme, for the strategic direction of the College, together with oversight of the quality of education and training provision.
- 2.4 Subject to the responsibilities of the Authority and the Governors as specified above, the Principal shall be responsible for the executive management of the College, including its financial management and internal organisation.

### **3. APPOINTMENTS: GENERAL**

- 3.1 It shall be for the Governing Body to delegate to the Principal the determination of what staff, both full-time and part-time, are for the time being required for the purposes of the College, and to select all such staff for appointment by the Authority, having regard to the advice of the Director of Regeneration and Growth. The Governing Body shall review, via the Principal, the College staff arrangements regularly, and shall approve an Annual Staffing Plan. The review and Annual Staffing Structure would normally be linked to the budget setting process.

### **4. APPOINTMENTS: SENIOR POST HOLDERS**

- 4.1 Upon the occurrence of a vacancy or expected vacancy in a senior full time post, i.e. Principal, Assistant Principal or Head of Finance and Operations, the Governing Body shall:
- a) Notify the Authority in writing;
  - b) Advertise the vacancy in such publications as they think appropriate;
  - c) Appoint a selection panel consisting of three or more Governors. One shall be the Principal except where a Principal is being appointed in which case outgoing Principal shall not take part in the appointment procedure; the others should be Governors appointed under paragraph 2.1 (i) and (iii) of the Instrument of Government. The Governing Body shall seek advice from the Director of Regeneration and Growth in making appointments.
- 4.2 The selection panel shall:
- a) Determine arrangements for selecting applicants for interview;
  - b) Interview those applicants;
  - c) Where they consider it appropriate to do so, recommend to the Authority for selection one of the applicants interviewed by them.
- 4.3 If the Authority approves the selection panel's recommendation, it shall notify the Governing Body.
- 4.4 If the selection panel are unable to agree on a person to recommend to the Authority, or if the Authority does not approve its recommendation, the Governing Body may require the panel to repeat the steps mentioned in paragraph 4.1, with or without first re-advertising the vacancy.
- 4.5 The Director of Regeneration and Growth shall have the right to attend, for the purpose of giving advice, any proceedings of the Governing Body or the selection panel, relating to the selection of full time senior post holders.

### **5. APPOINTMENTS: PART-TIME TEACHERS AND OTHER STAFF**

- 5.1 Subject to the provision of this section, the Principal shall have general responsibility for selecting for appointment any other members of the staff not covered by section 4 above and for notifying the Authority accordingly. He or she shall exercise that responsibility in accordance with arrangements made



by the Governors after consultations with representatives of staff. Details of such arrangements shall be notified to the Authority.

- 5.2 Upon the occurrence of a vacancy or expected vacancy in any post not covered by section 4 or 5.1 above, the Principal shall:
- a) Determine a specification for the post;
  - b) Except in cases or categories of cases where the Authority has agreed otherwise, send a copy of the specification to the Authority;
  - c) In cases or categories of cases where that is required under the arrangements made under paragraph 5.1, advertise the post by whatever means are specified in those arrangements.

## **6. GRADING AND CONDITIONS OF SERVICES**

- 6.1 The Governors shall be responsible, via the Principal, for:
- a) Determining the duties to be performed by members of staff appointed under sections 4 and 5 above, including, in the case of part-time staff, their hours of work;
  - b) Determining the grading of such staff, consistent with the approved Annual Staffing Plan, according to the scale of grades currently applicable in relation to employment with the Authority;
  - c) Exercising any discretion of the Authority with respect to the remuneration to be paid to such staff.
- 6.2 Subject to the provision of these Articles, all staff shall be appointed to specified posts in the College in the service of the Authority on such terms and conditions of service as the Authority may determine.

## **7. CONDUCT, DISCIPLINE AND GRIEVANCE**

- 7.1 Matters relating to discipline and grievance shall be regulated in accordance with arrangements specified by the Authority.

## **8. FINANCE**

- 8.2 The financial administration of the College shall be conducted in accordance with the provisions made in the Financial Scheme of Delegation and all relevant financial regulations and standing orders made by the Authority and subject thereto in accordance with the terms of the Scheme.

## **9. DELEGATION**

- 9.1 The Governors may delegate their functions under these Articles to a Committee established under Section 3 above, to two or more Governors or the Principal.

- 9.2 In any case where urgent action is required in a matter, which would otherwise have fallen to the Governors, or their Chair, to determine, the Principal or the Vice-Principal in his or her absence, shall take such action as he or she judges appropriate. He or she shall notify the Governors in writing of such action at the earliest opportunity.

## **10. CONSULTATION**

- 10.1 The Governors or the Principal or both may at any time seek advice from the Director of Regeneration and Growth on any matter relating to the college.
- 10.2 The Director of Regeneration and Growth may at any time offer advice to the Governing Body or the Principal or both on any matter relating to the College.

## **11. COPIES OF ARTICLES**

- 11.1 A copy of these Articles shall be given to every Governor and every permanent full-time member of the staff on appointment, and shall be available upon request to every other member of staff and student.

## **12. REVIEW, AMENDMENT AND REVOCATION OF ARTICLES**

- 12.1 These Articles are to be reviewed every two years by the College's Governing Body to ensure they reflect best governance practice and may be amended or replaced in agreement with the Authority, or revoked by order of the Authority.

## **13. DATE OF ARTICLES**

- 13.1 These Articles shall come into operation on DATE TO BE INSERTED FOLLOWING AGREEMENT .

# Southend-on-Sea Borough Council

Report of Executive Director for Children and Public  
Health

to  
Cabinet

on

25<sup>th</sup> February 2020

Agenda  
Item No.

6

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

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## Annual Education Report

### People Scrutiny Committee

Executive Councillor: Councillor Courtenay  
A Part 1 (Public Agenda Item)

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#### 1. Purpose of Report

This report is to make members aware of the availability of the Annual Education Report (AER) 2018/19.

#### 2. Recommendations

- a. That Cabinet notes and approves the new digital format for the AER
- b. That Cabinet approve the report and recognise the very positive outcomes for learners across all Key Stages
- c. That Cabinet agrees that in future years the AER will form part of the normal annual reporting framework

#### 3. Background

In previous years the Council has published a detailed paper document on the retrospective performance for learners in Southend based upon the previous academic year's outcomes. These outcomes are not validated by the Department for Education nationally until early in the next calendar year. In reality, this has meant that the AER is published once a year, some nine months after the summer outcomes are formally validated.

Whilst the report has previously been detailed, its frequency and usefulness to both Members and members of the public has been limited by its publication date. The decision was made to make the AER more accessible through a live digital format, whilst still retaining the same key headline information.

However, for the last three years, a separate and indicative report on the summer outcomes has been presented to Cabinet in early September each year, and through far

more regular and detailed summaries contained in the School Progress Reports submitted to each People Scrutiny Committee as additional data becomes available.

#### **4. Other Options**

In future years, it is recommended that the reporting of Borough outcomes for schools is built into the Council's performance framework, and that the AER is featured as part of Smart Southend. In this way, live reporting will allow Members and members of the public the most current and up to date live data sets that are available at that time, and where national updates are provided this is automatically linked to the AER.

#### **5. Reasons for Recommendations**

Irrespective of the format of the report, recognition of the very strong performance of Southend Schools should be celebrated. It is hoped that the new AER will allow more people to access their achievements.

#### **6. Corporate Implications**

##### **6.1 Contribution to Council's Vision & Corporate Priorities**

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

##### **6.2 Financial Implications**

Traditionally the compilation of the paper AER has taken a significant number of days from the Data and Performance Team, and indeed in previous iterations consultant time to draw the report together. The new format, whilst still compiled by the team is considerably shorter and more cost effective, in terms of printing costs.

##### **6.3 Legal Implications**

None

##### **6.4 People Implications**

The same degree of scrutiny will be made available through People Scrutiny Committee.

##### **6.5 Property Implications**

None

##### **6.6 Consultation**

None required

##### **6.7 Equalities and Diversity Implications**

Not applicable, although the report and the data sets that underpin it intrinsically considers in detail the performance of groups by gender, SEND, deprivation and ethnicity.

6.8 Risk Assessment

None required

6.9 Value for Money

See 6.2 above

6.10 Community Safety Implications

Not applicable

6.11 Environmental Impact

Not applicable

**7. Background Papers**

None

**8. Appendices**

Appendix 1 – Hyperlink to the AER and screen shots of two pages.

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## Annual Education Report 2019 - Key Stage 4

### Current Rank - All Pupils

Attainment 8

**12**

Progress 8

**33**

English & Maths Entries

**108**

English & Maths 5+

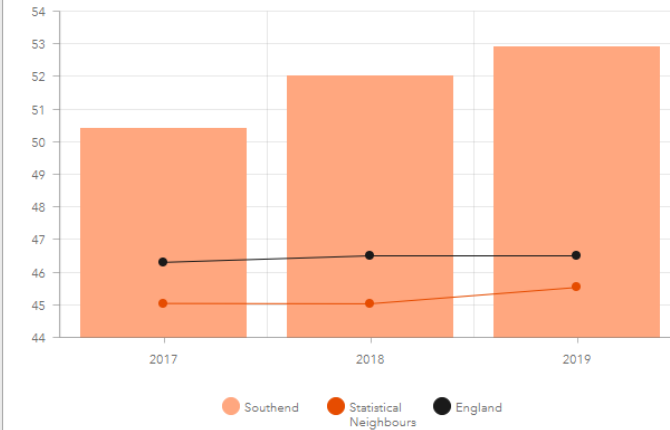
**8**

33

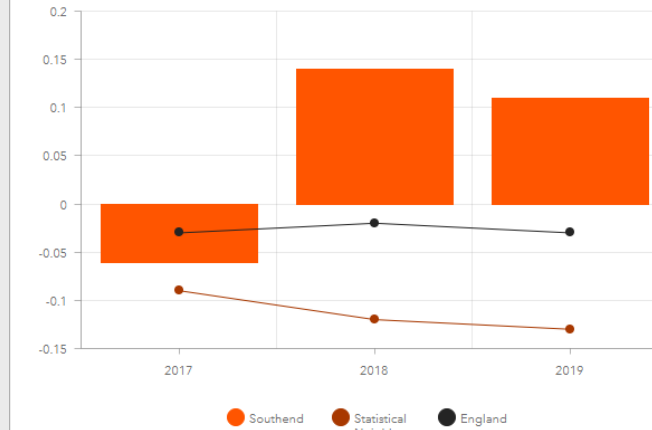
Rank

Quartile

### All Pupils - KS4 Attainment 8



### All Pupils - KS4 Progress 8



Note: 2019 data is currently provisional and subject to change

- Significantly above the England average in all headline attainment and progress measures

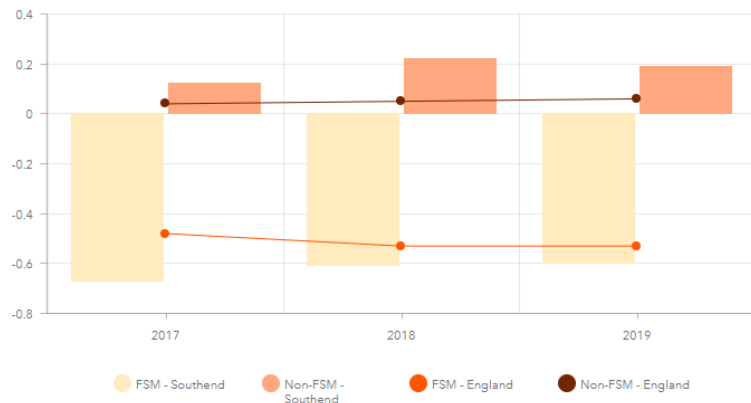
- Ranked in the top 25% of all local authorities in all headline attainment and progress measures (ranked 8th nationally for pupils achieving grade 5+ in English and maths)

- Below national average for percentage of pupils entered for GCSEs English and maths

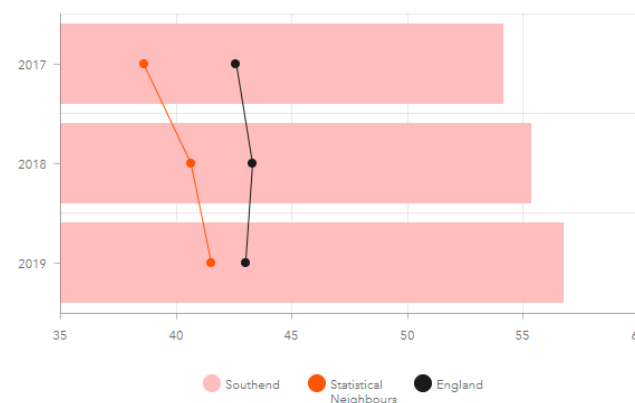
- Outcomes for FSM pupils broadly in line with the England average, but gaps to non-FSM pupils are wider

[Expand for methodology](#)

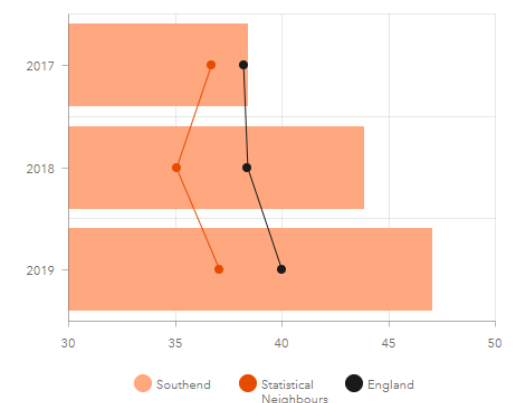
### Free School Meals Breakdown - KS4 Progress 8



### All Pupils - KS4 Achieving 5+ in English and Maths



### All Pupils - KS4 Ebacc Entry



Attainment 8

**Progress 8**

GCSE 4-9

**GCSE 5-9**

GCSE entry

EBacc APS

**EBacc Entry**

- Home Page
- EYFS
- KS1
- KS2
- KS4
- KS5
- Outcomes by Ward
- Outcomes by Ward (cont)

View mapped outcomes by key stage (click on ward to view cohort size/outcome):

- EYFS - [view map](#)
- KS1 - [view map](#)
- KS2 - [view map](#)
- KS4 - [view map](#)

Showing 1 Ward

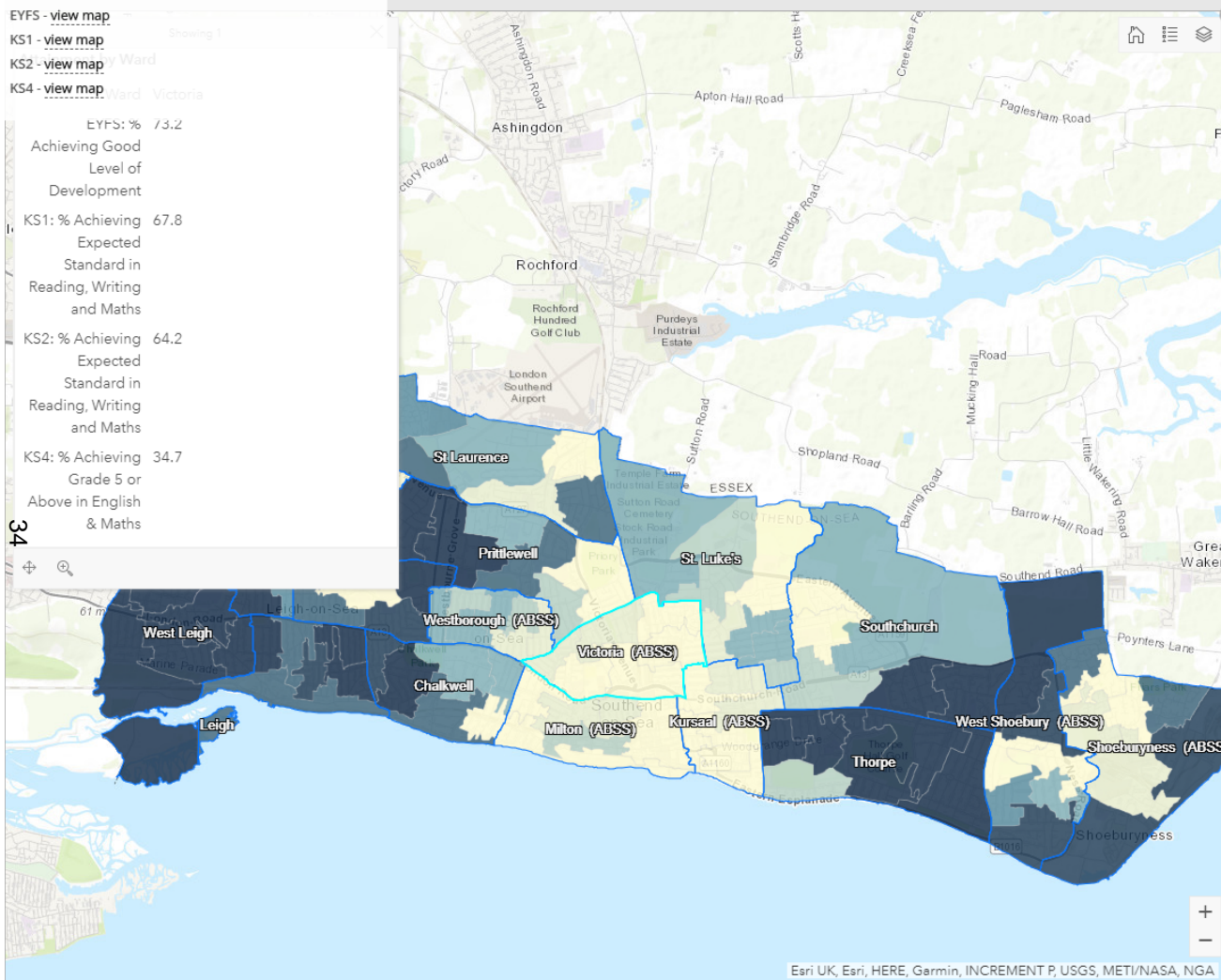
EYFS: % 73.2  
Achieving Good Level of Development

KS1: % Achieving Expected Standard in Reading, Writing and Maths 67.8

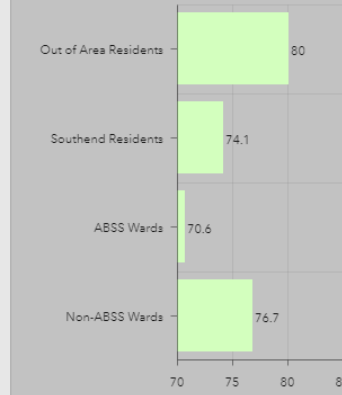
KS2: % Achieving Expected Standard in Reading, Writing and Maths 64.2

KS4: % Achieving Grade 5 or Above in English & Maths 34.7

34

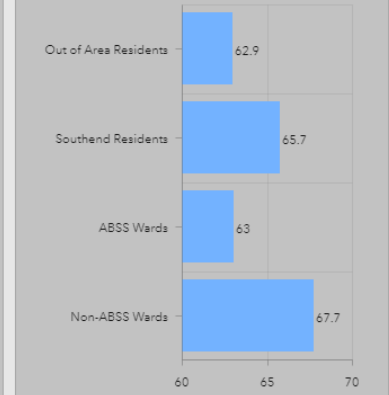


Early Years Foundation Stage: % Achieving a Good Level of Development



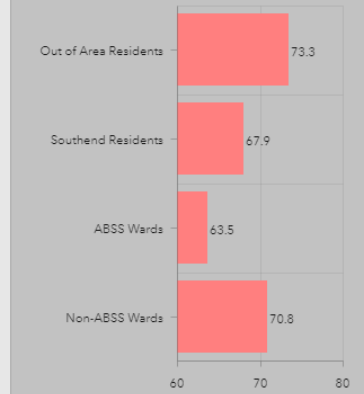
Outcomes Cohort Numbers

Key Stage 1: % Achieving Expected Standard in Reading, Writing & Maths



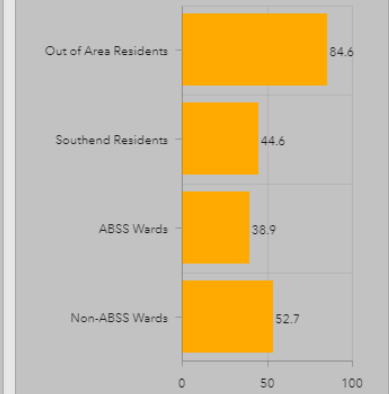
Outcomes Cohort Numbers

Key Stage 2: % Achieving Expected Standard in Reading, Writing & Maths



Outcomes Cohort Numbers

Key Stage 4: % Achieving Grade 5 or Above in English & Maths



Outcomes Cohort Numbers



# Southend-on-Sea Borough Council

Report of Chief Executive  
to  
Cabinet  
on  
25<sup>th</sup> February 2020

Report prepared by:  
Louisa Thomas & Nicola Spencer  
Data & Insights Analysts

Agenda  
Item No.

7

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## Outcome Success Measures Report – Period 3 2019/20

Cabinet Member: Councillor Gilbert

All Scrutiny Committees

A Part 1 Public Agenda Item

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### 1. Purpose of Report

- 1.1 To report on the third period of the Southend 2050 Outcome Success Measures for 2019/20.

### 2. Recommendations

- 2.1 To note the Period 3 (October – December 2019) performance.

### 3. Background

- 3.1 Southend-on-Sea Borough Council (the Council)'s Corporate Performance Framework has been reviewed to provide robust and transparent performance management to drive the delivery of the five Strategic Delivery Plans. Cabinet agreed that corporate performance for 2019/20 onwards, which shall consist of three different functions, to enable the Council to robustly monitor and measure the progression of the desired outcomes against the five themes, which are outlined in the 2050 Road Map.

- The Corporate Performance Dashboard (CMT and Cabinet Members)
- Southend 2050 Quarterly Outcome Success Measures Report
- Annual Place Based Report

### 4. Southend 2050 Outcome Success Measures Report

- 4.1 The Southend 2050 Outcome Success Measures report is a high level summary of the Council's corporate performance and progression over the subsequent period on the high level strategic priorities.

Outcome Delivery Teams provide a regular strategic narrative on the progress made on delivery of the Southend 2050 outcomes and activity on the Road Map. The report also contains a snapshot of key place data which will be updated as available throughout the year.

The agreed timetable for reporting is as follows, with additional reporting aligned to the scrutiny cycle in January 2020:

		To be presented to Cabinet:
<b>Period 1</b>	April – June 2019	September 2019
<b>Period 2</b>	July – September 2019	November 2019
<b>Period 3</b>	October – December 2019	February 2020
<b>Period 4</b>	January – March 2020	June 2020

- 4.2 The development of the outcome measures is an iterative process to enable the measures to be reviewed and developed regularly ensuring they focus on the outcomes.

## 5. Further Developments

- 5.1 A number of the measures included in the report have catalysed plans to work collaboratively across the Council to improve their outcome focus. The development work undertaken to date is as follows:

### 5.2 Housing supply, homelessness and temporary accommodation

A working group has been formed to monitor the outcomes of interventions for those the Council is supporting to access housing with a focus on improving the data and insights available regarding length of stay in temporary accommodation, turnover, costs of placements, outcomes for children, impact on attainment and employment, pressures affecting move-ons, how to identify and deliver early interventions that address the root causes of homelessness, and how the Council's new and affordable housing supply is impacting the Council's Housing Register.

### 5.3 Volunteering and service design

The Council is collaborating with Southend Association of Voluntary Services (SAVS) and South Essex Community Hub (SECH) to gather more data about volunteering in the borough and what that truly means for residents. The intention is to achieve a fuller picture of the different ways people are volunteering in the borough, how volunteering impacts service design, understand any trends, and better understand how volunteering is helping the Council progress towards achieving its 2050 outcomes.

### 5.4 Businesses, skills and employment, high street occupancy

The Council continues to assess its data regarding occupancy and business births and deaths with a view to building a geographical picture of conditions and activity to evidence the vision of the Council's Economic Growth Strategy 2017-2022, and 2050 Opportunity and Prosperity outcomes.

## **5.5 Cultural activity and participation**

Performance teams across the Council have worked together to revitalise a suite of measures collecting data about the borough's cultural events and assets and how residents are using these. The aim is to understand how our cultural and leisure assets and events impact on resident satisfaction, engagement and participation and the economy. Greater insight into this area will inform and support strategic decision making at all levels.

## **5.6 Mental health**

The Council is collaborating with NHS Southend Clinical Commissioning Group (CCG) to develop a suite of measures that better describes the lived experience of residents seeking and receiving mental health treatment, with a focus on data to evidence the outcomes of the borough's services.

## **5.7 Development work planned for 2019/20 and 2020/21**

Further development work is planned to be done during the remainder of 2019/20 and forwards into 2020/21, to improve outcome measures on protecting and nurturing the coastline, fibre broadband and WiFi, independent living and care homes, Looked After Children and care leavers, voters, transport, air quality and recycling and tree planting and removal.

## **6. Reasons for Recommendation**

To drive the delivery of the Southend 2050 ambition through robust and strategic performance management arrangements.

## **7. Corporate Implications**

Contribution to Council's Ambition & corporate priorities:  
To strategically monitor the Council's corporate performance and achievements against the 2050 Road Maps and Outcomes.

## **8. Financial Implications**

There are no financial implications.

## **9. Legal Implications**

There are no legal implications.

## **10. People Implications**

People implications are included in the monitoring of performance relating to the Council's resources where these relate to the Council's priorities.

## **11. Consultation**

The new performance framework and measures to be included in future performance reporting are included in the Strategic Delivery Plans which were developed through extensive consultation and engagement to articulate the Southend 2050 ambition.

## **12. Equalities Impact Assessment**

The priorities and outcomes contained with the Five Year Road Map are based upon the needs of Southend's communities. This has included feedback from consultation and needs analyses.

## **13. Risk Assessment**

The Corporate Risk Management Framework shall be managed alongside the new monitoring for corporate performance. This information shall form part of the new corporate risk register that is managed by the Audit Team.

## **14. Value for Money**

Value for Money is a key consideration of the Southend 2050 Performance Framework, including the outcome-based investment work, to help assist in identifying Value for Money from services.

## **15. Community Safety Implications**

Performance Indicators relating to community safety are included in the Strategic Delivery Plans as well as the Southend 2050 Annual Place-based Report.

## **16. Background Papers**

- 16.1 Monthly Performance Reports (MPRs) from April 2018 to March 2019.
- 16.2 Southend 2050 Outcome Success Measures Report – Quarter 1 2019/20
- 16.3 Southend 2050 Outcome Success Measures Report - Quarter 2 2019/20

## **17. Appendices:**

- 17.1 Appendix 1: Outcome Success Measures Period 3 Report (October – December 2019)

OUR  
SHARED  
**AMBITION**



**SOUTHEND**  
**2050**  
*it all starts here*

**Outcomes Success Measures Report  
Period 3 – October to December 2019**

# Southend 2050: Five Themes and 23 Outcomes for 2023

## Pride & Joy

**PJ 01** - There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.

**PJ 02** - The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.

**PJ 03** - We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.

**PJ 04** - Our streets and public spaces are clean and inviting.

## Safe & Well

**SW 01** - People in all parts of the borough feel safe and secure at all times.

**SW 02** - Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

**SW 03** - We are well on our way to ensuring that everyone has a home that meets their needs.

**SW 04** - We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

**SW 05** - We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

## Active & Involved

**AI 01** - Even more Southenders agree that people from different backgrounds are valued and get on well together.

**AI 02** - The benefits of community connection are evident as more people come together to help, support and spend time with each other.

**AI 03** - Public services are routinely designed, and sometimes delivered, with their users to best meet their needs.

**AI 04** - A range of initiatives help communities come together to enhance their neighbourhood and environment.

**AI 05** - More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

## Opportunity & Prosperity

**OP 01** - The Local Plan is setting an exciting planning framework for the Borough.

**OP 02** - We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.

**OP 03** - Our children are school and life ready and our workforce is skilled and job ready. Leads

**OP 04** - Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.

**OP 05** - Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

## Connected & Smart

**CS 01** - It is easier for residents, visitors and people who work here to get around the borough.

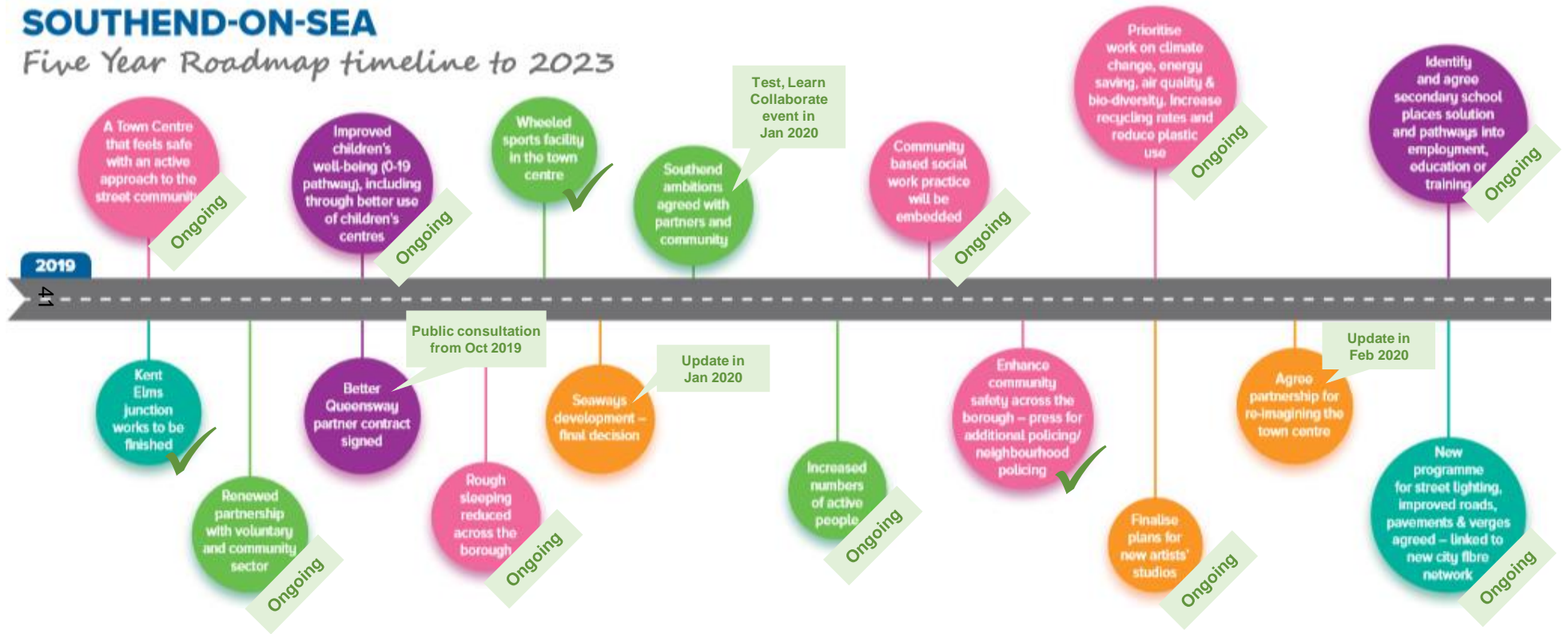
**CS 02** - People have a wide choice of transport options.

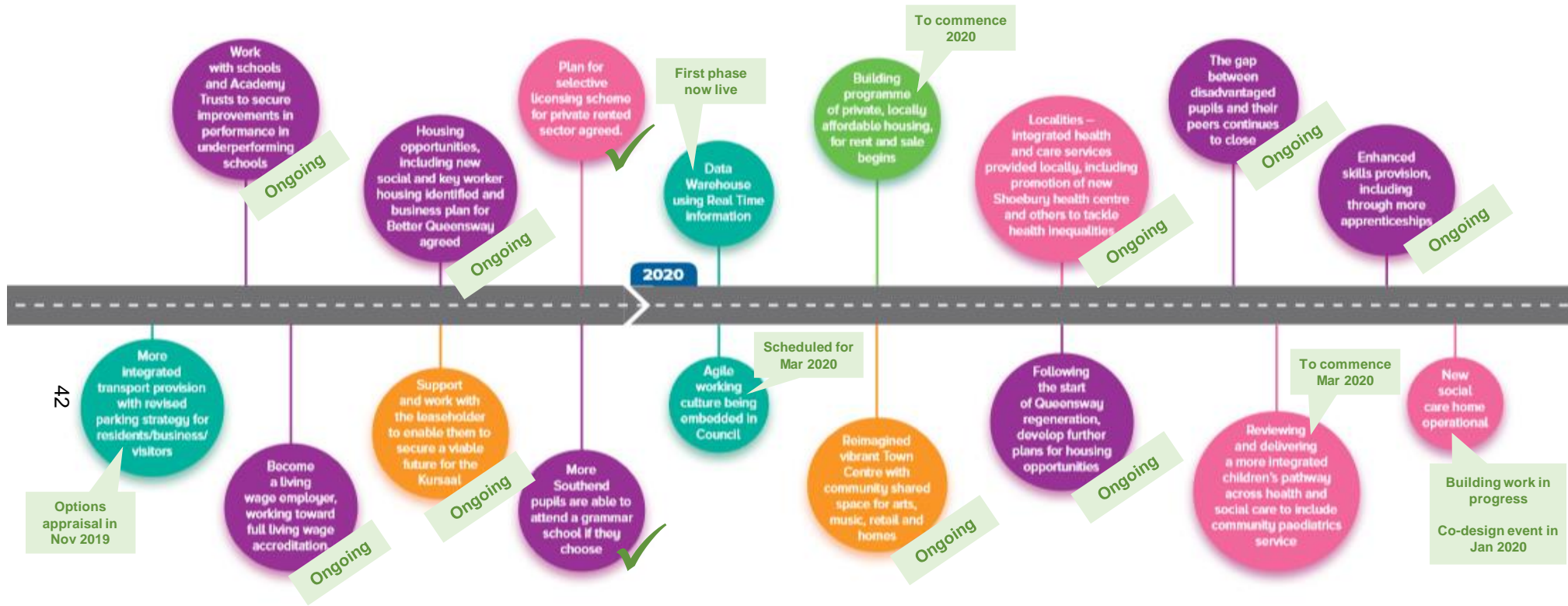
**CS 03** - We are leading the way in making public and private travel smart, clean and green.

**CS 04** - Southend is a leading digital city with world class infrastructure.

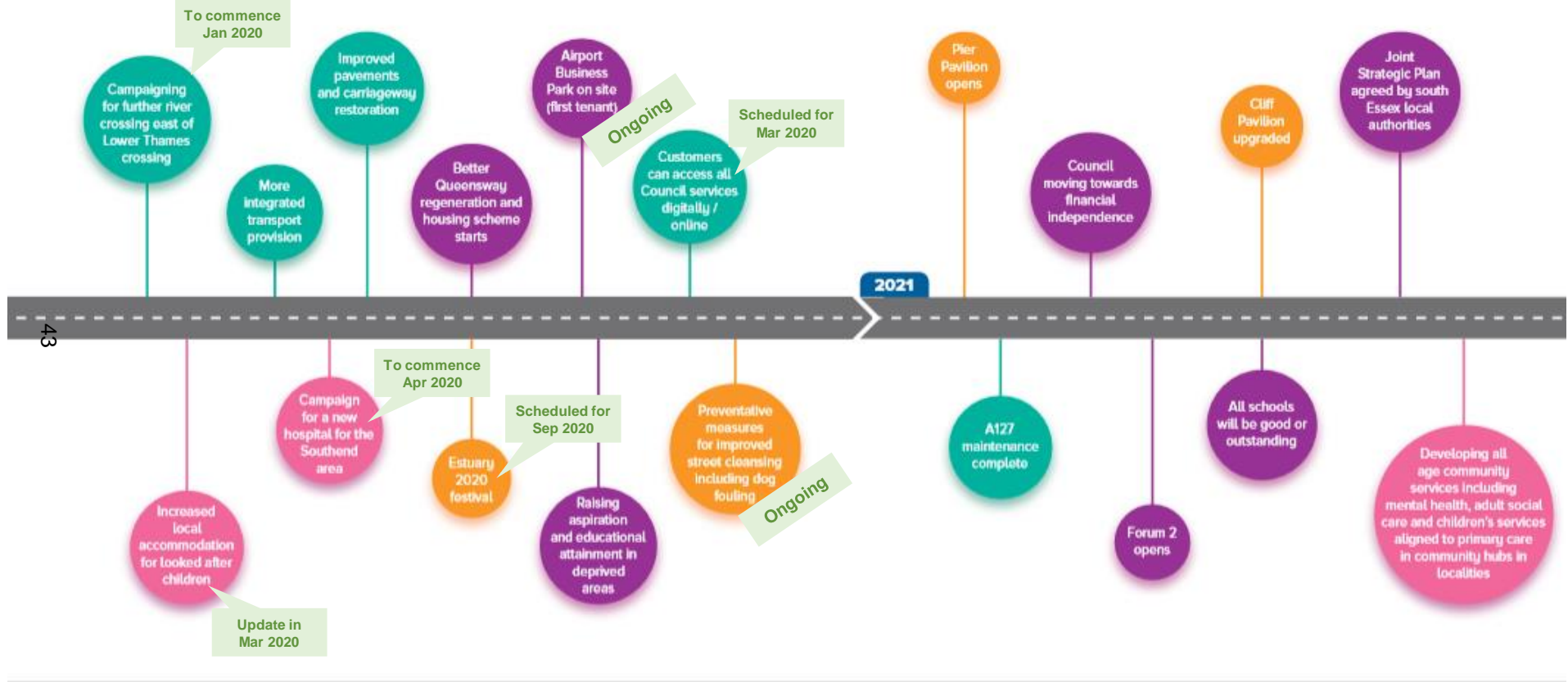
# SOUTHEND-ON-SEA

## Five Year Roadmap timeline to 2023









# Annual Information

## Unemployment

Out of Work Benefit Claimants

4,140 - 3.7%  
(November 2019)

£290,592.00  
Average House Price Southend-on-Sea

£314,754.00  
Average House Price in Essex

£248,939.00  
Average House Price in England

182,500

Mid-Year Population Estimate  
for Southend  
(Nomis July 2018)

1,035

New businesses (2017/18)

1,115

Businesses closed (2017/18)

Teenage conception for under  
18's rate of 24.3 per 1,000  
(number 70)  
(2017)



## Transport

National Highways and Transport (NHT)  
Public Statistics Survey (2018/19)

75%

of people found it  
easy to get around  
the borough

63%

of people with a  
disability found it  
easy to get around  
the borough

72%

of people who do  
not have a car  
found it easy to get  
around the borough

Early Years Foundation Stage Profile  
Achieving a Good Level of  
Development  
2018/19

74.0%

## Trees

Figures do not include whips

In 2016/17 we planted 322  
trees and removed 310

In 2017/18 we planted 279  
trees and removed 373

In 2018/19 we planted 384  
trees and removed 412

56%

Agree people from different  
backgrounds get on well  
together\*

75%

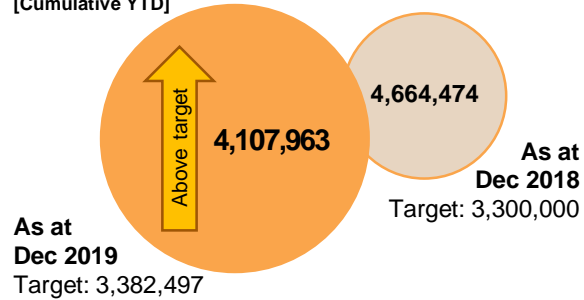
Satisfied with local area  
as a place to live\*

\*2018 residents' perception survey, sample 1239 Southend residents

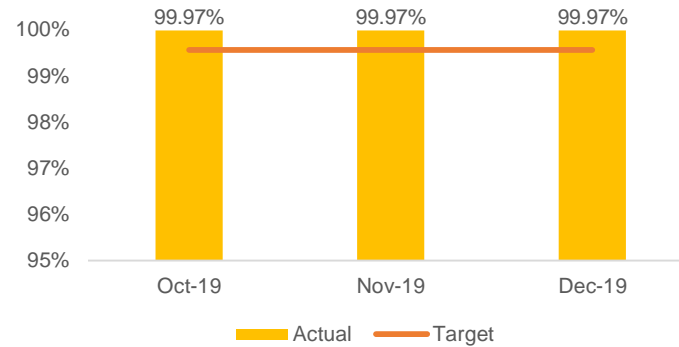


## Participation and attendance at Council owned / affiliated cultural and sporting activities and events and the Pier

[Cumulative YTD]



## Successful waste collections per month



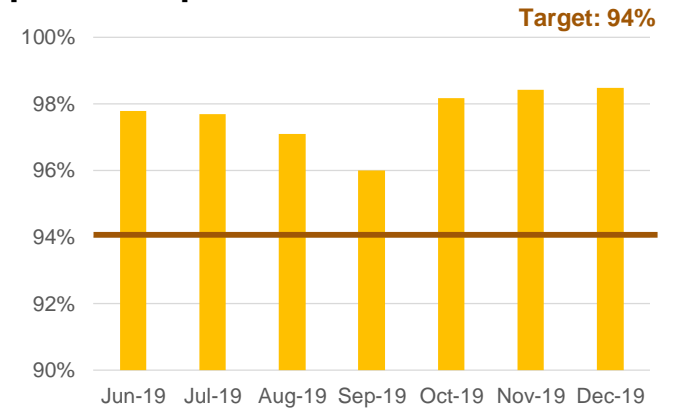
## Safety Inspections of pavements and roads completed on time

**100%**

814 inspections completed  
P3 2019/20

## Acceptable standard of cleanliness: litter

[Cumulative YTD]



\*2018 Residents' Perception Survey

## Social Media Campaigns

**50,772**

plays of the promotional video used in August's Connexions mini-campaign (cross-cuts with **Opportunity & Prosperity**)

**1267**

page views of the new Wedding Venues website pages as a result of August's social media campaign on Twitter, Facebook and Instagram

**400+**

photos of our coastline submitted by the public via social media channels, as part of the #PrideAndJoy Instagram campaign

## Key insights

- **512** reported missed collections represent 0.03% of 1,816,533 collections per month, showing that 99.97% of collections were carried out as scheduled. On track to meet the annual target of 99.56%

- Participation and attendance figures have been significantly affected by faulty entrance counters at the Forum, Shoeburyness Leisure Centre and Chase Sports and Fitness Centre. Counts from contractors are coming, though there are no particular circumstances to suggest footfall to any of these locations would vary from trend.

- **82** applications received for events held across the borough during Oct – Dec 2019, vs. 89 in same period in 2018.



## Period 3 Update

Joint working groups are now in place to consider the look, feel, purpose and use of the **town centre** in the future for visitors, residents and businesses. Some of the key areas for action are empty properties (with the aim of increasing occupation of town centre properties either by businesses or transferring the properties to domestic accommodation), the safety of the community, cleanliness of the town centre, homelessness and parking. A residents' sounding board is being formed to include business owners, landlords, councillors, council employees, students, The Bid, the support sector and residents. A presence in the town centre for some of the council's services is being explored. The council is also working with the support, cultural and creative sectors when visiting potential properties to enable events and cultural exhibitions to be included in any plans. Footfall patterns are being evaluated to promote quieter areas of the town centre as well as enable face-to-face options for residents that need support with day-to-day services.

A number of projects and investments are underway in the **town centre** to support its vitality, representing c£600m investment (including £500m Better Queensway, £20m Focal Point Gallery expansion phase 2, £50m Seaway development, £8m LGF and £16.5m pier among others).

**The Sunrise Project**, funded by Civitas, is a Horizon 2020 strand of European funding; **Southend Central Area Transport Scheme** (S-CATS) is a £7m project being fully funded by the Local Growth Fund through the South East Local Enterprise Partnership (SELEP); the **Cool Towns project** is funded through the Interreg 2 Seas Programme from Europe, with funding secure for the duration of the project; in 2018 a partnership, including the Council, was successful in securing £4.6m to explore how urban areas can build resilience to heat stress within their city or town; **the Southend Town Centre Redevelopment and Improvement Project** (TRIP) is funded by the Department for Transport's National Productivity Investment Fund and £1.1m has been secured from SELEP.

Through the TRIP more trees, seating, lighting, increased footway space and a standardised layouts for parking/loading and taxis will be implemented on some of the side streets, new **Green Cycle Parking** to be installed in Victoria Circus in early 2020. The **LGF Town Centre project** will build on the work of TRIP and introduce lighting and wayfinding signage, provide 0% loans so that one or more empty units can be brought into use as employment space, provide grant funding to secure improvements to shop frontages, and introduce 0% loan funding to allow shop units to be improved or changed. A trial **climbing facility** for a town centre location is being explored led by Public Health in conjunction with Town Centre Management and the BID.

## Future milestones

The **Pier Pavilion** scheme is being considered by Councillors in Jan 2020.

The business case for the commissioning route of the new **waste collection and disposal service** is to be finalised by May 2020.

The **Focal Point Gallery** is seeking to use an empty retail unit on the High Street as part of its summer exhibition "To Dream Effectively." This may be accompanied by community workshops, subject to funding.

The **Sunrise Project** is due to start work early 2020 to deliver pedestrianisation, greening and outside seating in the area of London Road where it meets the High Street.



## Period 3 Update

Council officers are working with the agent and fund for the **Kursaal**, who are progressing commercial leads.

Discussions are taking place between the council and its partners regarding the **Cliffs Pavilion upgrade**.

External funding has been secured for the **Estuary 2020 festival**, with artists commissioned and programme under development.

Preventative measures are in place to **ensure clean streets and address dog fouling** – a patrol on Two Tree Island to advise dog owners of responsible behaviour; dog education leaflets sent to vet establishments in borough, and available to print free from council's website and additional resources in place to cover leaf fall season.

The Shoreline Strategy (for managing the Borough's **coastal defences** into the future) has been approved by Environment Agency. The **Shoeburyness Flood and Erosion Risk Management Scheme's** outline business case is ongoing.

Plans to upgrade Southend Museums' offer and incorporate the **Thames Estuary** themes have been submitted. The "Princely Finds" display opened in the spring and the "Wild Estuary" exhibition is now open in Central Museum.

Funding is being sought for the monitoring of **air quality** (AQ) around school sites, including the purchase of mobile real-time monitoring equipment. Three remote AQ sensors are being installed across the Borough in Dec 2020 to trial equipment.

Severn Lamb won the contract to design, build and install the **new pier trains**, for which the council set aside £3.25m in the 2019/20 budget. The council is running a public consultation on the design of the trains until 28 January 2020.

## Future milestones

Construction of the **new pier trains** is set to begin mid-2020, with replacement of the existing trains anticipated to take place in 2021.



## Key insights:

• 100 out of 108 **Education Health Care** plans were completed within statutory timescales between 1 Apr and 31 Dec 2019.

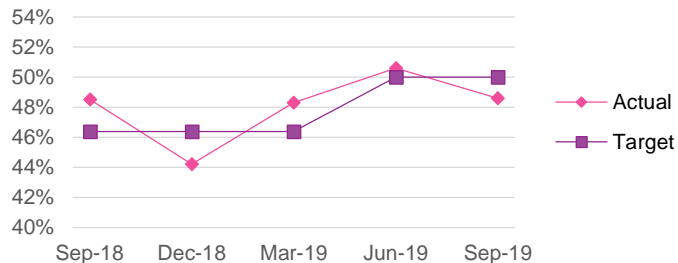
• **Adults with mental health issues living independently** has slightly declined from 69.5% to **69.3%** against a target of **74%**. A targeted piece of work is underway with Essex Partnership University NHS Foundation Trust to identify the cause of the decrease.

• 2.39/1,000 households were in **TA** as at Dec 2019, equating to **189** households. A data cleansing exercise is underway to ensure closed cases are updated on the ICT system for accurate data reporting, hence the unavailability of more detailed data for Q3 2019/20.

• Following the High Street summit in 2018, the interim **CSU** team formed, tasked with reducing antisocial behaviour (ASB) within the town centre / High Street. This has been achieved through hi-visibility patrols. With increased powers of enforcement a positive difference to ASB is being made, demonstrated through increased demand of its presence by partners.

• **Food and garden waste** sent to composting was 5% lower by tonnage and cumulative **recycling** tonnage captured through the borough's two recycling centres was 3% lower at Q2 2019/20 when compared to the same period in 2018/19. This may be attributed to the hot, dry summer of 2019 affecting growing conditions and affecting attitudes to separating food waste and recycling. A recycling action plan is being prepared in readiness for recovering the target in 2020/21.

## Household waste sent for reuse, recycling and composting [Cumulative YTD]

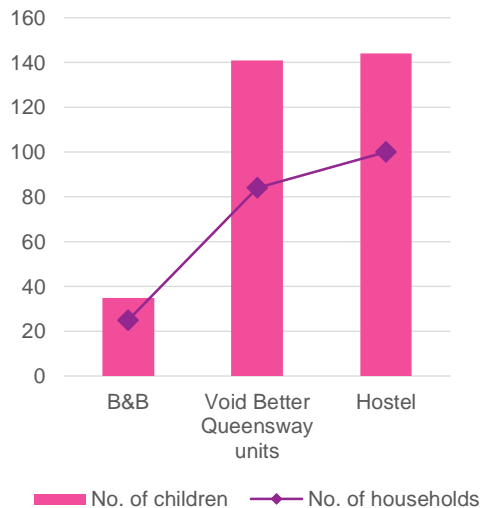


## Education Health Care plans completed within 20 weeks [Cumulative YTD]

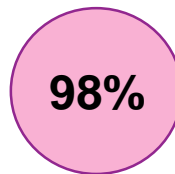
[excluding Special Educational Needs exception cases]

**Total plans issued (YTD): 108**  
 Period: as at Dec 2019  
 Target: 96%

## Temporary Accommodation (TA)



as at Sep 2019

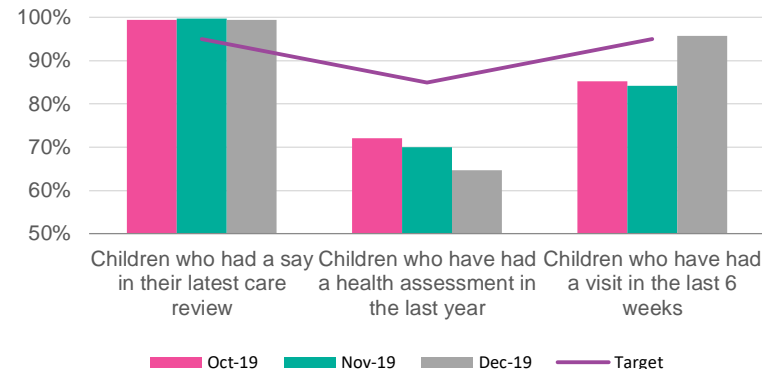


Number of children in TA  
 (data for 2018 not available)



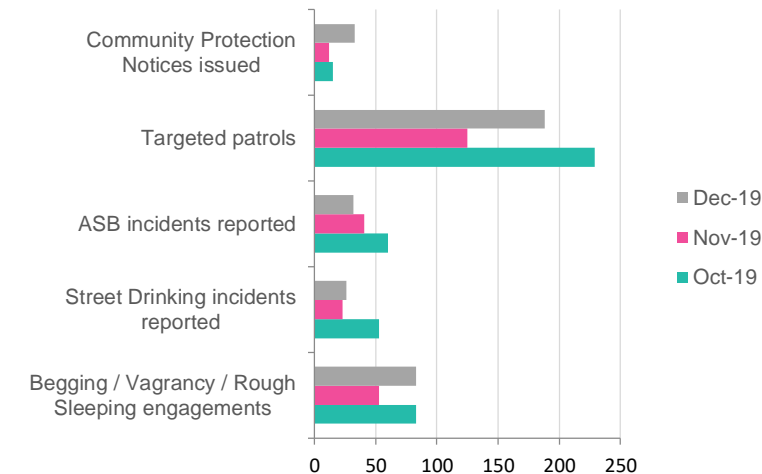
Total number of households in TA  
 (data for 2018 not available)

## Looked After Children

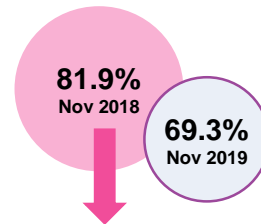


## Community Safety Unit (CSU) activity

This dataset does not include data from the Police or other agencies



## Mental Health



Proportion of adults in contact with secondary mental health services who live independently with or without support (EPUT) (data is reported a month in arrears)

**2019/20 target: 74%**





## Period 3 Update

The **Southend Cadet Programme** working group has been speaking with young people to test the concept and gain their views, including youth from Shoebury Youth Centre, St Luke's Community Hub and Victoria Park School. The programme is aiming to recruit 30% of its cohort from young people that might not be eligible for existing programmes and who are disadvantaged in some way.

Further research on **Selective Licensing** has been done, both around mapping privately rented properties and doing wider data analysis and consultation work. The council is working with the Centre for Homelessness Impact, the Behavioural Insights Team and John Hopkins University to trial behavioural approaches to influencing landlord behaviour.

Estuary's Hammond Court development is now complete, comprising 26 new affordable rent properties and 18 shared ownership. Current in-year **new build completions** are 50 affordable rent, nine supported and 18 shared ownership. The Acquisitions Programme has also seen the completion of 17 properties for affordable purposes so far. The next stages of both the HRA Land Review and Modern Methods of Construction projects are underway, which will create further affordable housing over the coming years.

75% of the **Rough Sleeper Navigators** funded through the Rapid Rehousing Pathway are now in post, with one having a specialism in assisting those with No Recourse to Public Funds. A bid for 2020/21 funding under both the Rough Sleeper Initiative and Rapid Rehousing was submitted at the beginning of Dec 2019, looking to continue to deliver all of the work that has been done over the last 18 months and gain further funding to bolster the support available for rough sleepers.

The Community Safety Unit (CSU) has been engaging with **rough sleepers**, signposting to services, carrying out welfare checks and collaborating with partners such as HARP, Peabody, and STARS. The CSU is involved in relevant partner meetings and groups, including the Southend Homeless Action Network, along with representatives from private organisations including faith groups, soup kitchens and other organisations. CSU officers regularly attend events to support and engage with the street community. If persistent antisocial behaviour is happening and the above methods are unsuccessful in resolving this, appropriate enforcement is undertaken. This includes Community Protection Warnings / Notices (run jointly with the Police) and soon the enforcement of Public Spaces Protection Orders.

## Future milestones

The final **Rough Sleeper Navigator** will be active in Jan 2020.

Updated Teenage Conception rates will be released in March 2020.



### Period 3 Update continued...

Integrated Design Teams continue to focus on developing specific **Locality** approaches aligned to the Locality strategy:

The Sheltered Housing art sessions project has been successfully implemented across three sites, in which residents visit schemes to participate weekly. Wider networks of intergenerational sessions have developed from this project, with Metal volunteers assisting to maximise sessional support and sustain the project. Two successful holiday sessions have taken place with over 15 families attending, and in Oct 2019 Keats House residents visited the families' hostels and have showcased their work publically through Art Ministry community exhibitions. There are plans to develop the project across wider localities, exploring funding options with Art Ministry.

The "Share a Smile" project, a community-based programme for intergenerational activities and sharing stories and experiences, is being developed with SSAFFA, Porters Grange School and Chase high school, to develop a regular link to older people and isolated communities, increase social, life and emotional development for young people and reduce isolation across communities. Regular implementation planned for Feb 2020.

Dementia friends training will be rolled out to Porters Grange, Belfair's High and Chase High during Feb and Mar 2020.

The Launchpad at the Airport Business Park has been agreed as the pilot site for the council's EU-funded Naturesmart project, with £180,000 of 'Creating Sustainable Cities' funding being invested to further improve the building's credentials and progress towards a "Building Research Establishment Environmental Assessment Methodology" 'outstanding' rating.

The council is also focusing on enabling and encouraging sustainable travel, given its proximity to Rochford train station, through investment in walking and cycling routes across and through the Airport Business Park. The council's Green Staff Forum has been reintroduced to provide a platform to raise ideas and issues about how the council and the Borough can tackle environmental challenges now and in the future. The forum is producing a regular e-newsletter and is tackling reducing plastic waste generated by the council itself.

### Future milestones

The South East Essex (SEE) **Locality** Partnership Group is reviewing its work plan and will be rearticulating some of the outcomes, aligning its new governance structure to its work streams, evolving its Memorandum of Understanding and better engaging and representing districts.

Continued development of Locality plan to: evolve the relationship with Essex Partnership University NHS Foundation Trust to support the development of localities; identify a 'quick win' in each locality to support the implementation of the SEE Locality Strategy; review and recommission the integrated carers service and community grants funds; develop a Locality 'room' at the council to facilitate the development of SEE localities; restructure the Dementia Navigator team; and undertake high level discussions with the Primary Care Network Clinical Director to establish a closer working relationship between system and primary care.





### Period 3 Update

The site of the **new social care home** has been cleared and all utilities have been diverted. The piling for the foundations have been started.

A comprehensive **community hub** model is being co-produced with the council's service transformation team and residents within the community, as well as volunteers through the hubs and other venues. Currently, the community hub helps social workers to interact and engage with people, offering an **early intervention** and **preventative approach**. In partnerships with hub teams, social workers are also sharing information and specialist advice regarding housing options, social care assessments and local support that is available.

- Social workers are supporting sheltered housing residents located across Southend; a special social worker with mental health expertise in Approved Mental Health Professional Services is located across complex needs housing, accessing support for residents needing mental health support. This promotes good intervention and also reduces the risk of hospital admission and crisis response.
- The learning disabilities social workers are currently attending the Novel Coffee shop fortnightly, helping with a benefits clinic offering specialist help and advice for adults and families. Special educational support is also available via the local offer liaison and signposting this actively promotes the local offer and aligns with the new Live Well site (<https://livewellsouthend.com>). GP liaison and social work support continues to assist with complex needs and promotes social prescribing and link workers.
- The law clinic - the first one in Essex - launched in Dec 2019, and is operating at the Victoria Plaza Hub, supported by the University of Essex and developed with the council's service transformation team. Law and social work students access and provide social care assessment and legal triage provide support and advice for legal and social matters, combining social worker and legal student knowledge and skills.

A business case / work plan is being developed with regards to **housing for Looked After Children (LAC)**, with the Housing and Children's Services teams working together to collect and analyse data on suitable housing for LAC returning to their families.

### Future milestones

A "Visioning Event" is taking place in Jan 2020 with all stakeholders for the new **Social Care Home** to provide an opportunity to share ideas, develop a plan of what needs to be done to ensure success, and build the relationships needed to work well together. The task and finish group is progressing some of the technical details, for example, how to embrace the opportunities to use technology in the care environment, incorporating the requirement for adaptive fixtures, fittings and furniture.



## Percentage of organisations signed up to Physical Activity-related pledges of the Public Health Responsibility Deal (PHRD)

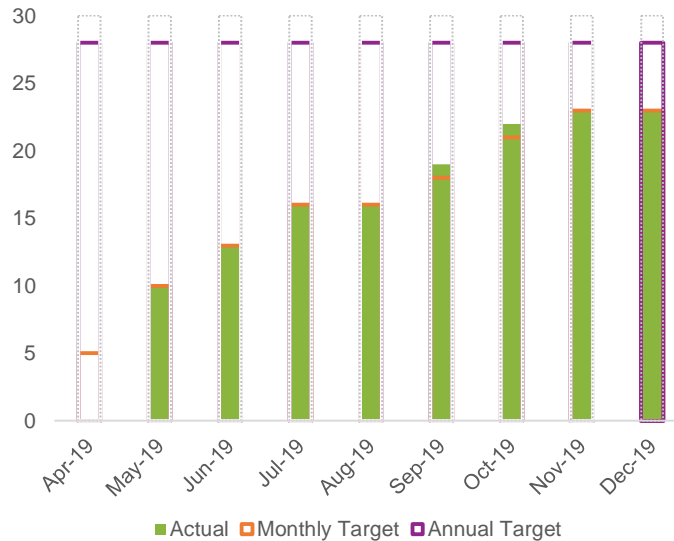
36%

P3 2019/20

no change

vs. P2 2019/20

## Number of schools signed up for the Daily Mile Programme or equivalent



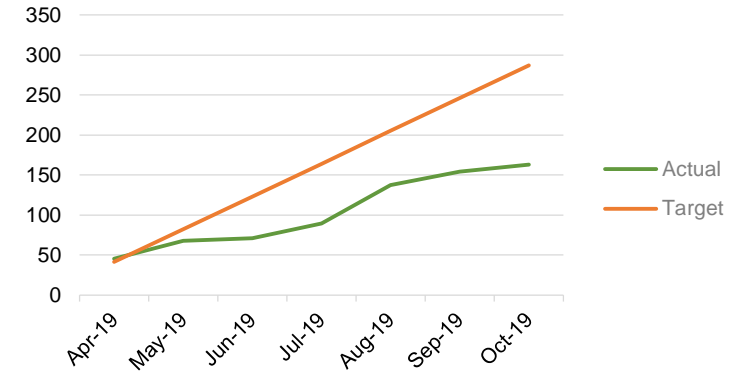
## Falls Programme

~12,520 individuals aged 65+ at risk of falling annually in Southend

135

individuals attending the 36 week strength and balance programme as at Dec 2019

## Number of individuals completing 12 weeks of the Exercise Referral Programme



## Number of hours of volunteering within Culture, Tourism and Property (inc. Pier and Foreshore events)

[Cumulative YTD]



Dec 2019  
**Actual: 15,511**  
Target: 14,625



Dec 2018  
**Actual: 15,384**  
Target: 14,625

Long trend:



## A Better Start Parent Champions and Ambassadors

As at Dec 2019



## Key insights

- 16 organisations have signed up to the PHRD so far, with nine making a **commitment around physical activity** (equating to 36%). There is a particular focus on engaging small to medium enterprise businesses in 2019/20.
- 135 people are attending the **Strength & Balance programme** as at Dec 2019. Five have withdrawn and five falls have been reported (not the same individuals).
- An exercise is underway to build outcome-focused measures for the Falls Programme.
- There have been 382 **ParkRun** events in the area, with 10,046 runners participating overall. An average of 267 runners take part in the Southend ParkRun each week.
- **1,018 volunteering hours were given** in Dec 2019, equating to 42 days (with some areas yet to confirm their figures). This is a slight increase from the same time last year.



### Period 3 Update

The new **skate park (“wheeled sports facility”)** was completed on time and in budget, received positive comments from users and has reported no adverse issues from the community.

The council has been looking at how to better use existing facilities and buildings within the borough to address community needs for **health and physical activity services**. It has contacted Schools, Job Centre Plus, bowls clubs, libraries, museums, galleries and sheltered housing to discuss how to work together. ActiveSouthend and its partners are linking in, including Everyone Health. ActiveSouthend continues to deliver a range of sport, physical activity and healthy lifestyle projects, each with sustainability built in, to help people continue to participate. A few project examples include the fit and fed programme, dementia swimming and low impact exercise classes in care homes.

**Asset Based Community Development** workshops continued between the council and its partners including a dedicated session for staff and partners involved in community development and engagement held at Twenty One. Feedback from participants is that they would like to take the approach back into their teams and organisations work and to continue joint learning and action through regular meetings.

Workshops, drop in sessions and individual advice to support **stakeholder mapping, networking and relationship building** commenced in Dec 2019. Staff who took part identified additional groups and partners they could reach out to and started planning the best approach to involve them.

### Future Milestones

ActiveSouthend will provide low impact **physical activity** sessions in January 2020, at Adams Elms House in Leigh and Trevitt House in Southchurch. Adult weight management sessions will take place in early 2020 at Job Centre Plus, for claimants that need this intervention.

New projects, such as a **healthy lifestyle service**, will commence in Q4 and have been part-funded through an Active Essex contribution towards the council's Small Grants Programme.



### Period 3 Update continued...

A number of partnerships are currently being developed, for example:

- **Southend Interfaith Working Group** – new members invited and group continues meeting to connect the faith and belief sector and the council.
- **Southend Association of Voluntary Services (SAVS)** – co-location agreement drafted and SAVS staff are included in most major council projects including the Southend 2050 project design team. SAVS staff and volunteers supported the council's Test, Learn, Collaborate event in Jan 2020.

The **Falls Programme** continues to offer Strength & Balance training, with work being done to use its data to assess how well the programme is delivering its outcomes, namely: reducing falls-related admissions to A&E, reducing falls-related fractures, residents remaining independent at home for longer, reduced admissions into care homes after falls, using community-based assets to deliver prevention services, reducing the number of new care packages and avoiding having to increase existing care packages, and caring for people's additional or associated health issues such as dementia or arthritis. The council is working in partnership with Southend and Castle Point and Rochford CCGs and Essex County council to develop the offer across south east Essex.

### Future Milestones

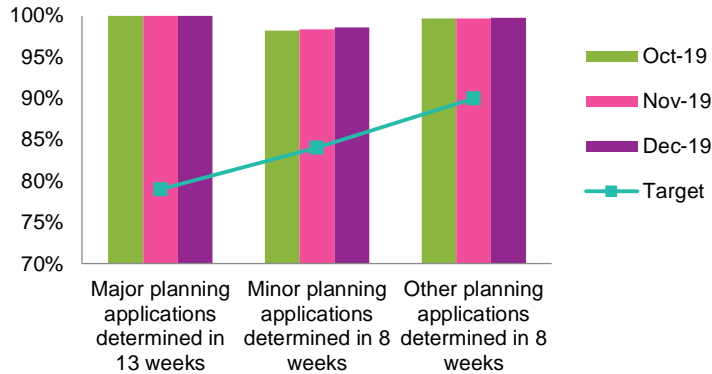
There will be a meeting in Feb 2020 to gather stakeholder opinions and to identify new opportunities on what the borough's **Falls Programme** should offer.



## Planning Applications

Number of overall planning applications submitted P3 2019: 1,732

Success of appeals P3 2019: 70.6% dismissed or split against a target range of 65-85%



## Delivery of the Capital Programme

[Cumulative YTD]

57%

as at Dec 2019

-1%

vs. Dec 2018

## Percentage of 2 to 2 and a half year old reviews completed using Ages & Stages Questionnaire (ASQ-3)

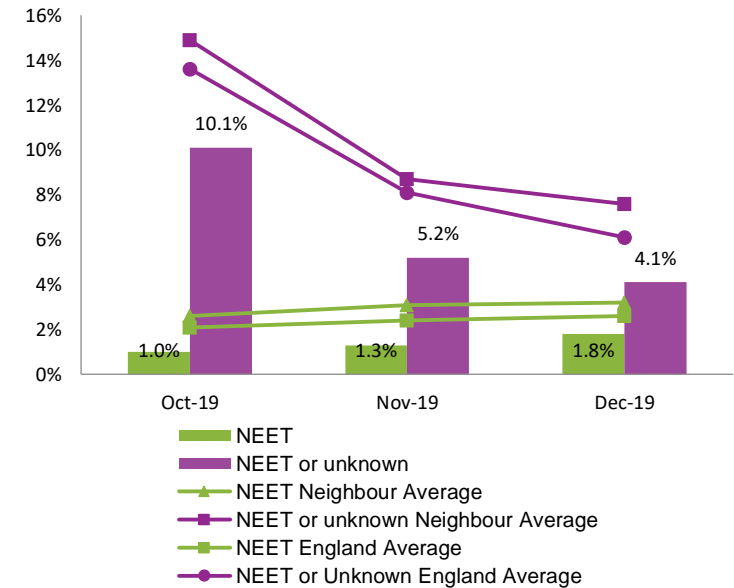
To be developed to include referral outcomes

Oct 2019	Nov 2019	Dec 2019
↑	↑	↑
95.9%	95.8%	95.5%
Target: 95%		

## Young people Not in Employment, Education or Training (NEET) or whose situation is not known

Aim to minimise

Total number of young people in the borough as at Dec 2019: 3,822



## High street occupancy (BID area only)

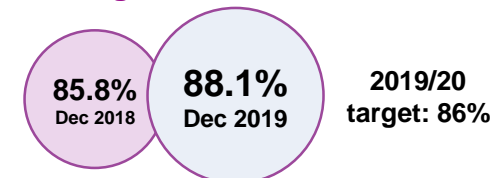
As at Dec 2019

83.3%

456 businesses listed  
76 premises vacant

National benchmark: AWAITING DATA

## Percentage of children in good or outstanding schools



## Key insights

- The most recent Key Stage Two outcomes for disadvantaged pupils in Southend reaching the expected standard in reading, writing and maths remains above the national average, placing Southend **66th out of 151** local authorities nationally.
- There have been no OFSTED inspections of Southend schools in this academic year to date.
- 10 new businesses** set up in Southend High Street during P3, however 10 premises became vacant in the same period. The next occupancy rate check will take place at the end of Mar 2020.
- From Oct - Dec 2019 we have seen **142** new businesses in the borough, of these **13** are businesses that have relocated within the borough. Of the 142 new businesses, 21 have expanded and taken on an additional property, 13 have gone into administration and are no longer trading, and 63 businesses have registered into the name of the landlord of the property.
- The number of **planning applications** registered is generally consistent with that received in the same period last year.



## Period 3 Update

A comprehensive engagement and consultation programme on **improved children's well-being** (i.e. the 0-19 pathway), including through better use of children's centres, took place in Dec 2019. This work will determine how best to meet ambitions for giving young citizens the best start in life and readiness for school. It will sit alongside other initiatives, including the work on Asset-Based Community Development, A Better Start Southend and the existing Early Years workforce and settings.

The **Better Queensway** partnership agreement was signed in April 2019. The updated business plan has been agreed by the LLP Board and is to be considered by the Council's Shareholder Board, progressing towards signing the Housing Infrastructure Fund grant agreement and LLP appointments being made. The LLP's first public consultation has concluded, with results being analysed and scheme reviewed in that context. An Employer's Agent has been appointed for phases 3 and 4 of the HRA Land Review project. The pilot of the Modern Methods of Construction project has been extended to include a further site in Southchurch. The Acquisitions Programme has seen the completion of 17 properties for affordable purposes so far, with further properties under offer. Preliminary work is underway with other providers of housing to understand leasing arrangement options.

The council has continued use birth data, information from local primary schools and communication with neighbouring Local Authorities to understand how best to supply sufficient **Good secondary school places** for Southend residents. Expansions projects have been completed at The Eastwood Academy, Shoeburyness High School and Cecil Jones Academy, with projects ongoing at St Bernard's High School, St Thomas More High School, Belfairs Academy and Chase High School, to ensure sufficient accommodation. Once completed the expansion programme will have added 1,250 places across years seven to eleven by Sep 2024, which will have provided sufficient places and a small level of surplus as required by the Department for Education that gives families and children some choice.

Each of the three **underperforming secondary schools** that are getting additional funds to help them on their journey to be Ofsted-rated Good have now submitted progress updates. Each school had previously identified areas that would enable them to progress (this included a universal focus on reading in one school, and an initiative to further engage parents with making positive choices about their school in another). The council's Education Board is also supporting schools that have an imminent inspection, or where results in one or more areas require improvement.

## Future milestones

A second public consultation on **Better Queensway** is scheduled for Feb 2020, which will lead to a final scheme to be agreed by the council and Swan Housing prior to submission for planning.

Further consultation with residents planned when the architect has been appointed for phases 3 and 4 of **the HRA Land Review project**.

Results of the planning consultation on **the Focal Point Gallery expansion** are due in Q4.

The Children and Learning Working Party have engaged with the longer term options for sufficiency of **secondary school places** in 2020-2030. The next active phase of the campaign to support Southend parents and their children to attend one of our four outstanding Grammar Schools, where they choose, will begin in the spring of 2020.

The next active phase of the campaign to support Southend children and parents to attend a **Grammar School** of their choice will begin in the spring of 2020.

Marketing of the **Airport Business Park** site as a whole will be reviewed at the next Partnership Board to reflect progress and activity on site.





### Period 3 Update continued...

A support project has been started to address the needs and aspirations of **disadvantaged learners** within the borough. The project aims to ensure that a programme of school-to-school support is implemented, providing high quality training, professional development and teacher networking opportunities. Southend Adult Community College (SACC) has grown the provision of Skills for adults and has seen a significant increase in the achievement rates, and has realigned its provision to the 2050 ambitions and to target: those that have benefited least from the education system previously, those from the most deprived areas and those from vulnerable and underrepresented groups. Students report that learning with the college has increased their confidence, self-esteem and aspirations for the future, and achievement has increased above national average in the majority of areas. Apprenticeship provision is set to grow with SACC providing apprenticeships in five core areas working with “levy paying” employers.

The council's aim to become a **living wage** employer (LWE) was considered at Cabinet in Sep 2019, with recognition that the council is already a LWE in respect of directly employed staff. Work is now underway to explore the benefits and financial implications of becoming an accredited LWE.

Ipeco Holdings Ltd. will be the first tenant on the **Airport Business Park**, with construction of the unit well underway.

The **Local Plan** continues to develop, with the Issues and Options Consultation Report and feedback on the Southend New Local Plan (SNLP) now complete. Once adopted, the SNLP will promote and guide development in the Borough to 2038. To facilitate effective collaborative cross-boundary planning the council and adjoining Rochford District Council have agreed to prepare the next stages of their Local Plans in partnership. Various evidence-based studies are being progressed including: alignment of land availability assessment and sustainability assessment, settlement role and hierarchy study, transport-related evidence, Green Belt and Landscape Assessment and a Spatial Options Study.

### Future milestones

Southend Adult Community College will be working with “non-levy employers” to provide **apprenticeships** when the opportunity opens again between Jan and Mar 2020.

The next consultation stage of the **Local Plan** is scheduled for Q3 of 2020.

An **Inward Investment** Brochure is being prepared to promote Southend to both national and international investors. It is intended to appeal to businesses looking to relocate to Southend with a particular focus on highlighting the exciting investment opportunities the town has at, for example, Southend Airport Business Park. The brochure will focus on location and connectivity, a skilled local workforce and regional growth opportunities, and is planned to be circulated at external events such as property and real estate marketing exhibitions. The ultimate outcome will be to increase opportunity and prosperity by attracting new businesses to Southend and the region, thus strengthening the economy and creating job opportunities for local residents. Given the rapid progress the council is making on its key projects the brochure is likely to be produced annually, with the first edition due to be published in March 2020.

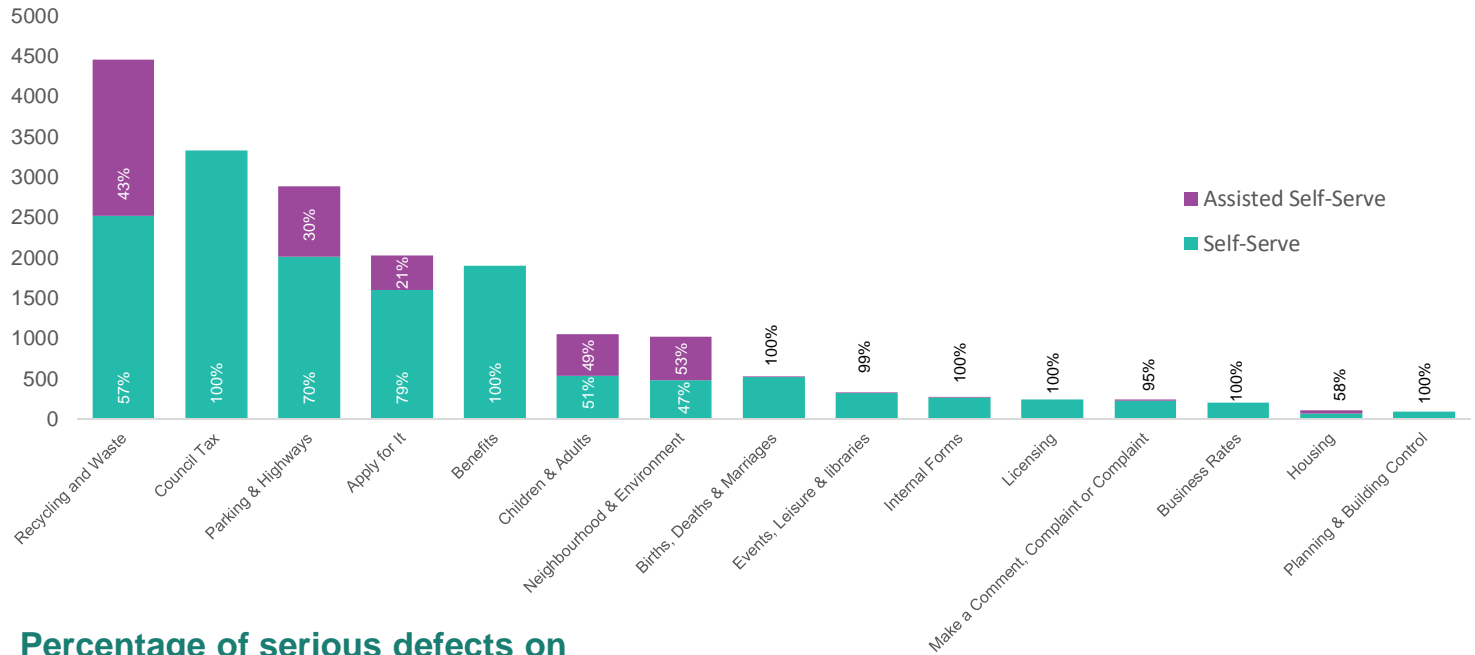


### Key insights:

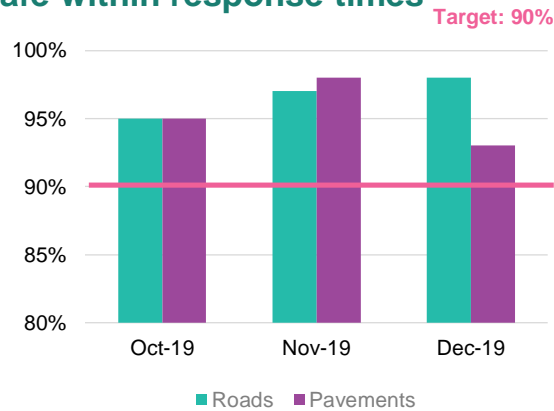
- There's been an increase in the total number of registrations for free Wi-Fi: from 91,815 to **114,129** as at Dec 2019.
- The <sup>G1</sup> High Street remains the most popular browsing location for access to free Wi-Fi, followed by Eastern Esplanade, Hamlet Court Road and Leigh Broadway.
- The largest proportion of users are between the ages of **15-24**, with over **15,000** users.
- Most users who register for access to free Wi-Fi are visiting Southend for the day.

## Service Requests submitted via MySouthend

P3 2019



### Percentage of serious defects on the roads and pavements made safe within response times



**Transport**  
National Highways and Transport (NHT)  
Public Statistics Survey (2018/19)

- 75%** of people found it easy to get around the borough
- 63%** of people with a disability found it easy to get around the borough
- 72%** of people who do not have a car found it easy to get around the borough





### Period 3 Update

The **Highways Improvement Programme** for 2019/20 has been published and the 2020/21–2023/24 programme has been drafted.

Preliminary works for the **A127 and Bell junction improvement works** are underway, with diversionary gas and power cabling works being undertaken until early April 2020.

The rollout of Fibre to the home **CityFibre / Vodafone project** has now commenced, and are awaiting updates from CityFibre.

Work has started on a **smarter parking** project. This is being done through a Department of Transport initiative. Phase 1 will give an overall view of the town's current parking availability. The aim is to eventually be able to use parking data in a smart way.

### Future milestones

The first elements of SmartSouthend will go live in January 2020, providing a single point of access for data, intelligence and analysis about Southend, along with the first version of the digitalised Joint Strategic Needs Assessment. Stakeholder engagement events are being planned into the next year and engagement across multiple stakeholder groups has already begun.

The delivery date for the CityFibre project is March 2021.

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## **Background**

8

At their September 2019 Governing Body meeting the five mid and south Essex CCGs each noted the requirements of the NHS national Long Term Plan and approved a recommendation:

*to commence work on an application for merger of the 5 mid and south Essex CCGs to be submitted following engagement with stakeholders and final Governing Body approval prior to submission.*

This briefing provides an update to the Health Overview and Scrutiny Committee on this work.

## **Progress**

### **Engagement**

A discussion document and survey, co-designed with local stakeholders and people, explaining the merger proposal and the application process was issued on 12 February 2020 to a very wide range of partners including councillors, patient groups and voluntary organisations. The CCGs are seeking views from local people, healthcare professionals and partner organisations on how to keep a strong local focus on ensuring health and care services are working for people at a place level, while also benefiting from the opportunities that commissioning services over a wider area may bring. There is also emphasis on a desire to maintain strong clinical leadership.

A copy of the engagement document is attached as Appendix 1. Feedback can be given via an online survey. An easy read version of the document has also been prepared and shared with relevant stakeholders. The document is available in alternative formats and languages on request.

Stakeholders have been sent a copy of the document and public meetings are being held in each CCG to allow a different way for local people to provide their feedback and have specific questions answered. The meetings are being advertised on CCG websites, social media and via posters locally.

The key purpose of this engagement is to listen and respond to the views of key partners and the wider public population and to capture the views, ideas and concerns re. proposals to merge into one commissioning organisation in line with the future direction set out in the 2019 NHS Long Term Plan.

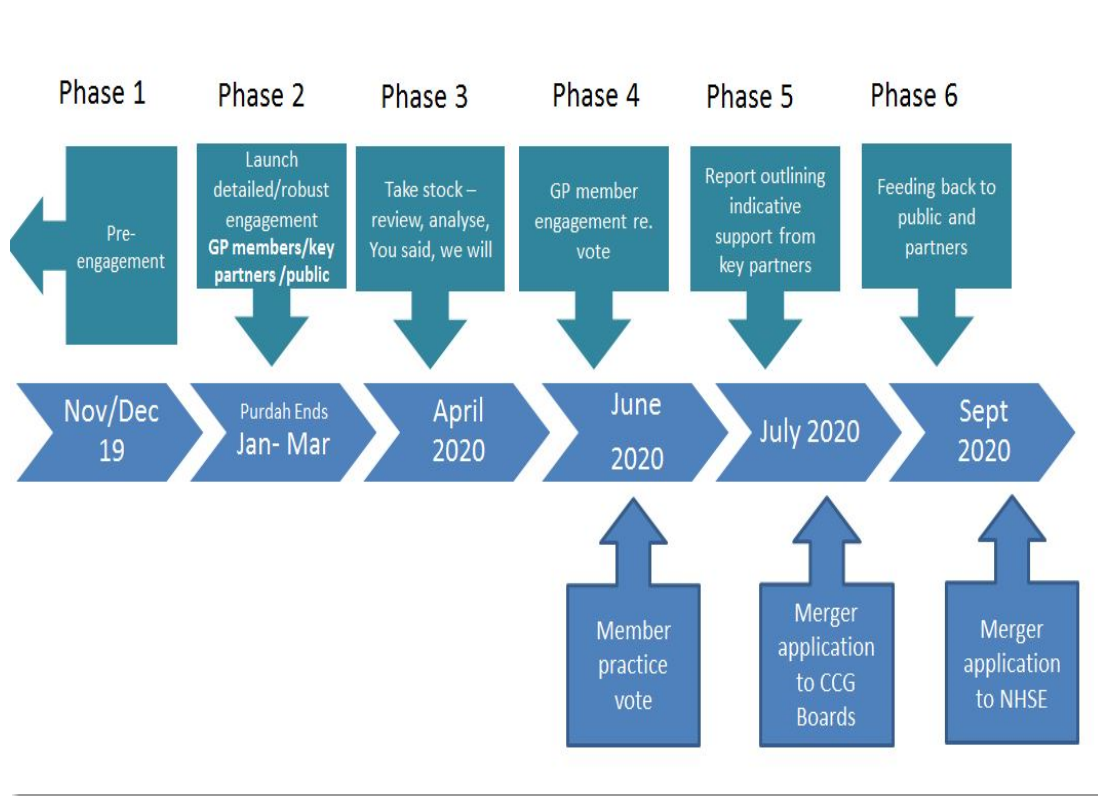
### **Update on appointment of Joint Accountable Officer**

As some of you may be aware, at the conclusion of our initial recruitment process in January we did not appoint to the single role of Joint Accountable Officer for the five Mid and South Essex Clinical Commissioning Groups and executive lead for the Health and Care Partnership. Subject to NHS England & Improvement's formal agreement, Anthony McKeever has since been appointed as interim Joint Accountable Officer for the five CCGs and STP Executive lead.

Anthony has considerable experience in a variety of very senior NHS and non-NHS roles including as Chief Executive of several hospitals and most recently as Director General of Health and Community Services in the States of Jersey.

The recruitment process for a permanent Joint Accountable Officer will re-commence in the near future.

### Timings and next steps



Discussion Document

# Working together for Mid and South Essex

**Share your views on how NHS Clinical  
Commissioning Groups are proposing to  
work together in the future**

# About this document

This document is asking for your views about how the five NHS Clinical Commissioning Groups (CCGs) in Mid and South Essex could work together in the future as one organisation.

The proposals in [this discussion document](#) do not directly affect any other NHS organisations or NHS services for example the medicines you take or the way you access your local healthcare; however, the way we offer NHS services may change in the future, in line with the NHS Long Term Plan.

## Background

NHS commissioning is the process of planning, agreeing, buying and monitoring health services. Clinical Commissioning Groups (CCGs) took over responsibility for this in April 2013. CCGs are organisations that combine the expertise of local doctors (GPs) and NHS managers; putting local clinical staff and members of the public at the very heart of decision making for their local population, to determine what health services to provide, where and how.

There are currently five NHS Clinical Commissioning Groups in Mid and South Essex:

NHS Basildon and Brentwood Clinical Commissioning Group

NHS Castle Point and Rochford Clinical Commissioning Group

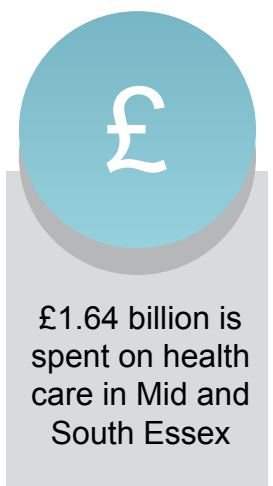
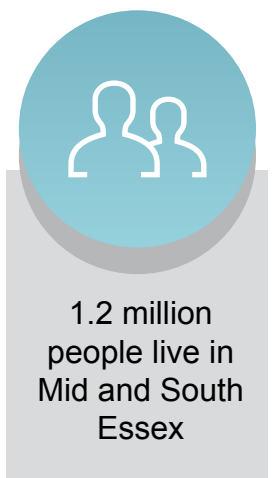
NHS Mid Essex Clinical Commissioning Group

NHS Southend Clinical Commissioning Group

NHS Thurrock Clinical Commissioning Group

Mid and South Essex covers a population of 1.2 million, with a budget of £1.64 billion. This budget is used by the CCGs to ensure high quality and effective health and care services are delivered from hospitals and in the community.

The [NHS Long Term Plan](#) (LTP) (see also page 6) sets out the vision for commissioning to be more integrated and led across the health and care system rather than just at a health level. This brings together NHS providers, commissioners and local authorities to work in partnership in improving health and care in their area. For example, councils, community and hospital providers work together with GPs and commissioning groups to support and meet a local community's needs by forming [Integrated Care Systems](#) (ICS). The NHS Long Term Plan also states that there should typically be one strategic commissioner (CCG) in any emerging Integrated Care System (ICS).



## Would you like this document in a different format or language?

To request this document in an alternative format or in a different language, please use the contact details below:

Email: [thuccg.ccgtransformation@nhs.net](mailto:thuccg.ccgtransformation@nhs.net)

Phone: 01375 365 810

Address: Civic Offices, 2nd Floor, New Road, Grays, RM17 6SL



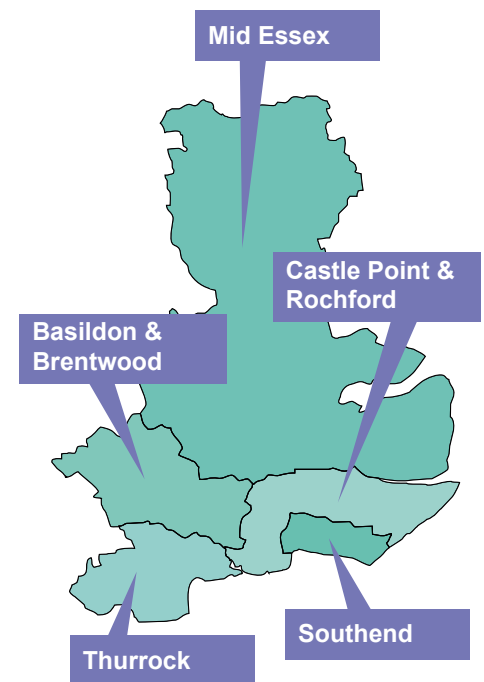
# Foreword from the CCG Chairs

Our Integrated Care System covers the Mid and South Essex area (explained in more detail on pages 4 & 5). We propose mirroring the Integrated Care System with one strategic commissioner (CCG) and therefore merging the existing five CCGs. This will help us to better address the issues and needs of the 1.2 million people living across the areas we serve, whilst still ensuring decisions are based on local needs and driven by local clinicians.

As Chairs of the five NHS CCGs in Mid and South Essex it is our job to ensure that the CCGs continue to deliver their statutory duty to engage with patients and the public and involve you in decisions about your care. We want to ensure that the local population have a say in the way we develop into the future. We are keen to hear your views on proposed changes to the way we provide health and care for the people in our communities. You will read about the current system, challenges and changes that could happen, for example the merger of the CCGs. Please get involved by completing the survey (see page 10) or attending any meetings open to the public such as patient reference groups or CCG Governing Body meetings.

We encourage you to make your voice heard. The views of our partners and local people will be considered when developing our potential merger plans, and will be discussed at CCG Governing Body meetings and wider Council, Health and Wellbeing and Health Overview and Scrutiny Committees.

We have added a Glossary of Terms at the back of this document, to help you understand some of terminology used.



### On behalf of the chairs of

- **Dr Adegboyega Tayo**, NHS Basildon and Brentwood CCG
- **Dr Sunil Gupta**, NHS Castle Point and Rochford CCG
- **Dr Anna Davey**, NHS Mid Essex CCG
- **Dr José Garcia Lobera**, NHS Southend CCG
- **Dr Anand Deshpande** (Outgoing Chair), NHS Thurrock CCG



# More about Mid and South Essex

## About Mid and South Essex communities

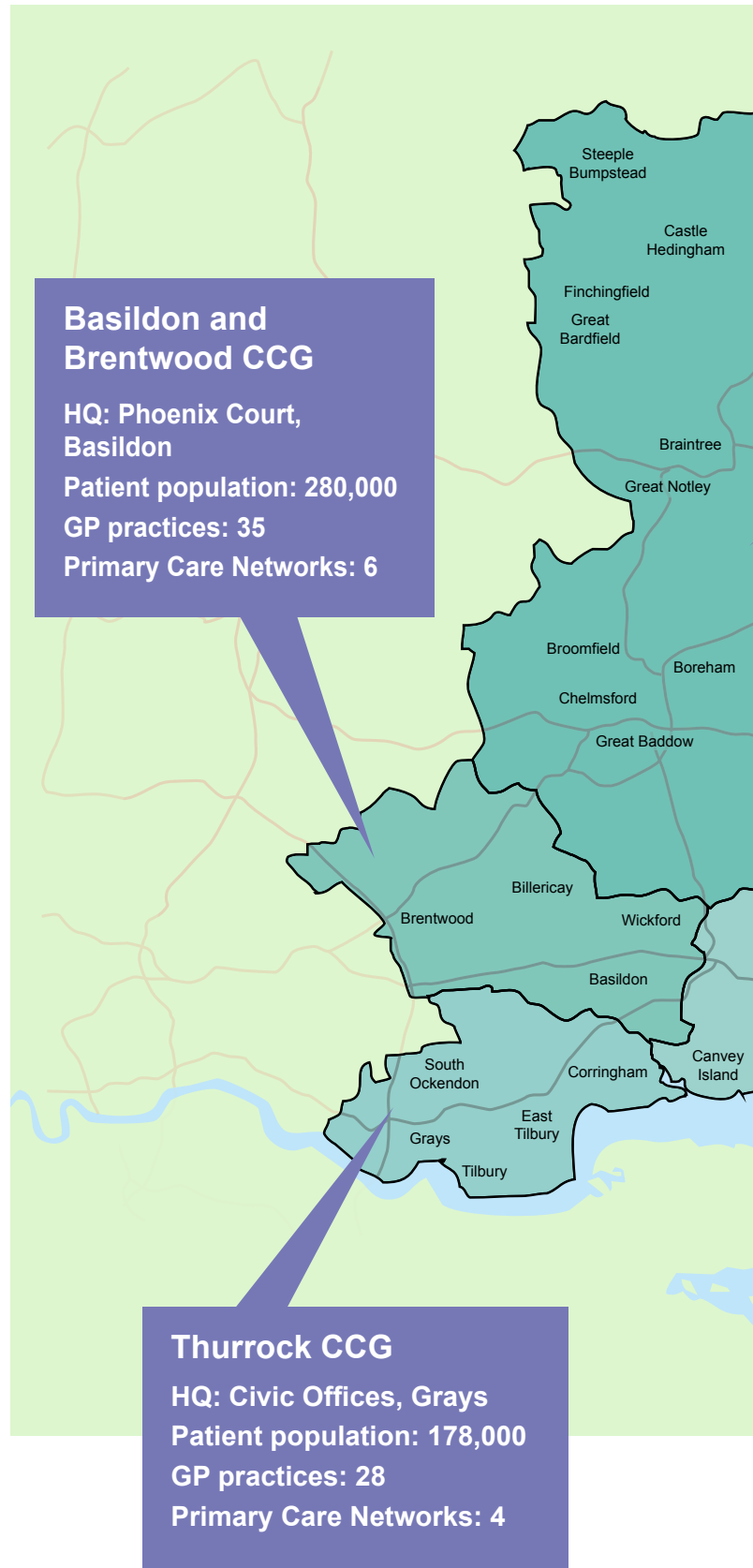
Mid and South Essex covers a large, diverse area, with large urban settlements and many smaller market towns and villages. While there are many examples of excellent care and thriving communities in Mid and South Essex, we also know there are people who struggle with their physical or mental wellbeing, who could benefit from more support to have a better quality of life.

With growth in our 1.2 million population expected to increase by 5% over the next five years and 15% in the next 20 years, there will be an ever growing demand for services, including for those people with more complex needs and multiple conditions. The largest increase is forecast among 75-79 year olds in the next five years and among the over 90 year old population by 2034.

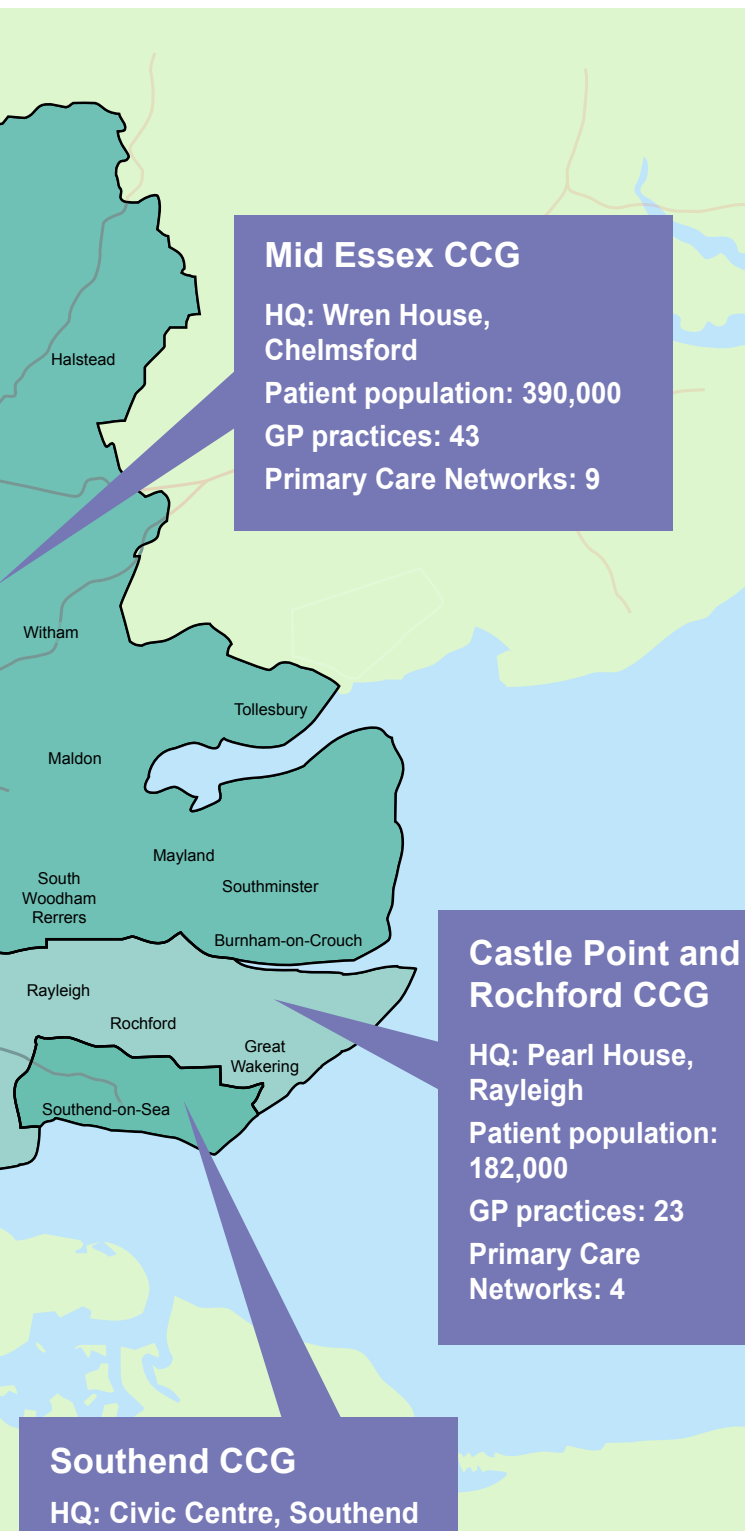
## How does NHS commissioning currently work in Mid and South Essex?

The five CCGs in Mid and South Essex are separate legal bodies with their own Governing Body structure. Each CCG has its own membership of local GP practices and a Governing Body with elected members from GP practices, lay members and senior management.

Two years ago, the CCGs began working together to commission some services across the whole area such as cancer care, hospital services and mental health.







**Mid Essex CCG**  
 HQ: Wren House, Chelmsford  
 Patient population: 390,000  
 GP practices: 43  
 Primary Care Networks: 9

**Castle Point and Rochford CCG**  
 HQ: Pearl House, Rayleigh  
 Patient population: 182,000  
 GP practices: 23  
 Primary Care Networks: 4

**Southend CCG**  
 HQ: Civic Centre, Southend  
 Patient population: 181,000  
 GP practices: 27  
 Primary Care Networks: 5

NHS organisations (including CCGs), the three local authorities and other health and care organisations also formed a partnership to work together on planning and improving health care services in Mid and South Essex. This partnership is known as the [Mid and South Essex Health and Care Partnership](#) (previously known as the Sustainability and Transformation Partnership or STP).

### How might commissioning look in the future?

The five Governing Bodies from each CCG have made the decision to work on a formal merger application and to develop a single Joint Executive Team. This team will be headed by a single Accountable Officer instead of the four currently in place.

The new joint Executive Team will work on improving collaboration across health and care by moving towards an Integrated Care System model.

Integrated Care Systems bring together NHS, local authority, community and voluntary sector organisations to meet the needs of their population in a collaborative way. The ambition of the Mid and South Essex Health and Care Partnership is to become an Integrated Care System by April 2021 as set out in the NHS Long Term Plan.

One of our priorities in Mid and South Essex is on how we will deliver improved outcomes for our communities through our four emerging “places” – South East Essex, Thurrock, Mid Essex and Basildon and Brentwood. These areas will build strong, locally focused delivery plans to collaborate in the supply of health and care to meet the needs of local people.



# Why do we need to make changes?

The NHS Long Term Plan was issued in January 2019 and sets out a vision for the NHS over the next 10 years and beyond. It states that, by April 2021, the NHS and our partners will be moving to create Integrated Care Systems (ICS) with primary and specialist care, physical and mental health services, and health with social care.

Our Integrated Care System would cover the area of Mid and South Essex. Below are some of the benefits that could be seen by merging into one organisation:

## Benefits for patients:

- Patients and health care professionals have told us over the last few years that they want reduced waiting times, better access to community care, better mental health services and more of a focus on self-care and keeping communities healthy. We believe we will be better able to achieve these aims together.
- By having one CCG and one Governing Body we can spend less time and resources on management and focus more on improving services for the benefit of our residents.

## Benefits for staff:

- Working together as one organisation will generate economies of scale and reduce duplication.
- Attracting and retaining staff by offering a broad range of opportunities within the Mid and South Essex Integrated Care System, supporting staff career progression.
- Create opportunities to work in a new way, making the best use of new technology and improve staff work-life balance.
- Provide more consistent leadership and direction for staff working across the Mid and South Essex Health and Care Partnership.

## Benefits for partners:

- Breaking down the barriers to joint working and paving the way for the Integrated Care System (ICS).
- Providing a single point of contact for organisations that work with us and a single vision for commissioning services.
- Support for existing partnerships and working relationships at place and neighbourhood levels.
- Ability to make commissioning decisions faster with only one decision making body for the whole of Mid and South Essex.

## Financial benefits:

- NHS England and NHS Improvement require the running costs of CCGs to be reduced so that more money can be invested in patient care.
- Merging the CCGs will enable less money to be spent on management costs and create more time to work on the issues that really matter to our residents..

## What are potential risks and concerns?

There are always risks and concerns with any organisational change; these must be managed properly. Some of these issues have been identified below.

**Loss of local influence.** This concern has been suggested by local partners and GPs, that a large organisation will not effectively be able to give proper consideration to local views. This will be addressed by the four place based offices, headed by a Managing Director who will feed into the one CCG. You can read more about this on pages 5 & 9. It will also be addressed by the commitment to continue our legal duty to involve and make decisions based on what's right for our population.

**A year of change will divert attention from the real issues** affecting our local health economy such as waiting times for treatment. The NHS Long Term Plan is an attempt at a national level to address known issues with NHS services. Ensuring there is better local organisation of NHS commissioning will help us purchase whole-population wide services more efficiently while still ensuring a local focus for commissioning services at a place-based level. Meanwhile our work continues in the current structure to ensure we get the best possible deal for our population.

**Wouldn't reorganisation mean job losses and costs associated with this?** The motivation for this change is not saving costs but better organisation and delivery of NHS commissioning. Our current structure of five CCGs is funded from within the running cost allowance provided to the CCGs which comes to £22.7 million in 2020/21; any new merged CCG would have the same running cost allowance as the current five CCGs. In a scenario of a single merged CCG there would be just one set of Executive Directors and one Governing Body. The savings on this could mean that the running cost allocation is available for other posts. For example this may include funding more GP time to support local commissioning initiatives or having more public involvement with the single Governing Body.

## Why not keep five CCGs?

We have achieved positive changes as five, smaller CCGs since 2013 but decision-making across the 'wider system' is slow and expensive. Merging to one CCG would help us meet new demands and priorities needed to support our communities, while also meeting our financial challenge across the whole of Mid and South Essex.

We are keen to hear views on what the CCGs are currently doing well to guide us as we move forward into the future. Any decisions around a merger will make sure that the new organisation will maintain and build upon all the good working practices and relationships the five individual CCGs were able to achieve.

## Do these proposals affect other NHS organisations or services?

This discussion document specifically concerns the five CCGs in Mid and South Essex. The proposals in this document do not directly affect any other NHS organisations or NHS services. For example, the proposals will not directly affect the medicines you receive.





# We are seeking your views on the following changes

During early discussions among Governing Body members from all five CCGs in Mid and South Essex, there were two specific areas that needed to be addressed:



Ensuring our work is focused both locally and also on the whole of Mid and South Essex.



Ensuring our work continues to be clinically-led. This means local doctors and nurses leading our work and our decision making.

We believe these concerns can be addressed by:

## Clinical Leadership



Ensuring there are clinicians drawn from our local areas, elected to the new Governing Body and providing leadership in the new CCG's work. Clinicians will be supported by lay members to ensure the views of patients are represented at the Governing Body.

Each place (Basildon and Brentwood, Thurrock, South East Essex and Mid Essex) will have a locality leader and local partnership group where health, council, voluntary sector and other partners work together to plan and deliver services in that local area. This is where strong, locally-focused decisions can continue to be made.

New "Primary Care Networks" (PCNs) have been developed across Mid and South Essex to bring GP services, community, mental health and social care teams closer together. Each Primary Care Network is clinically led and will be able to ensure local services are tailored to local need. There are 28 Primary Care Networks in total across Mid and South Essex.

## For Local Services



Retaining local forums such as GP Clinical Committees and Cabinets and forums with member GP Practices to discuss CCG business - if GP Practices wish to do so.

Our new management structure will include four Director level roles responsible for strengthening locality working and developing 'places' in Basildon and Brentwood, Mid Essex, South East Essex and Thurrock. All Primary Care Networks will belong to one of the four 'places'.

We will continue to develop local place based engagement and involvement opportunities to ensure that patients have a strong voice and help to shape our strategies, plans and activity across the places we serve.

## Local Visibility



Dedicated teams will work within our four 'places' across Mid and South Essex. Each team will build on existing strategies and plans to develop services in their area.

We would hold Governing Body meetings in public in different parts of Mid and South Essex so members of the public can attend as and where they wish.



# Share your feedback with us

## How long do I have to give feedback?

You can respond to this proposal over the period **14 February 2020 until 05 April 2020**.

## How can I have my say?

If the CCG merger proceeds, it is important that we protect what is working well to ensure commissioning meets local needs.

As the Governing Bodies consider coming together, we want to hear from anyone who wishes to share their views on the proposals and ideas on what this will mean and how best a CCG merger could take place.

To give us your views please complete our online survey at:

[www.surveymonkey.co.uk/r/midandsouthessexCCGs](http://www.surveymonkey.co.uk/r/midandsouthessexCCGs)

Alternatively, to request a hard copy or another accessible format of the survey please email: [thuccg.ccgtransformation@nhs.net](mailto:thuccg.ccgtransformation@nhs.net), or call: 01375 365 810

There will be an opportunity to attend a public meeting in your CCG area in March and the dates for these will be confirmed on your CCG's website.

## What happens next?

The deadline to give feedback on this proposal is 05 April 2020. All the comments and feedback will be reviewed by the present five CCGs to help inform the final proposals for a single CCG organisational structure and define the benefits to be delivered from this change. The final proposals for a single CCG together with the defined benefits will be sent out to the membership of the current CCGs to be voted on in the Summer 2020.

A merger application with the outcome from the membership vote will be put to the five CCG Governing Bodies for consideration and if supported submitted to NHS England and Improvement in September 2020.

NHS England and Improvement will make the final decision regarding the merger application and the future of the CCGs in Mid and South Essex sometime later in 2020. Their decision will be made public as soon as possible.



# Glossary

**Clinical Commissioning Groups (CCG)** are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.

**Integrated Care Systems (ICS)** bring together NHS, local authority, community and voluntary sector organisations to meet the needs of their population in a collaborative way and, in some cases this involves pooling budgets.

**The NHS Long Term Plan (LTP)** sets out the main ambitions of the NHS and how it plans to meet the needs of the public into the future.

**NHS England and Improvement** is the organisation that leads the National Health Service (NHS) in England and is responsible for overseeing our commissioning activities.

**Primary Care Networks (PCN)** are a key part of the NHS Long Term Plan and bring together GP practices into a network, typically covering 30,000-50,000 patients. The networks will provide the structure and funding for services to be developed locally, in response to the needs of the patients they serve.

**Sustainability and Transformation Partnerships (STP)** are areas covering all of England, where local NHS organisations and councils have shared proposals to improve health and care in the areas they serve. The STP in Mid and South Essex is now known as the Mid and South Essex Health and Care Partnership.





## Alternative language versions

If you would like this document in another language or alternative format, please contact our Patient Advice and Liaison Service (PALS) on 01245 459 459 or email [thuccg.ccgtransformation@nhs.net](mailto:thuccg.ccgtransformation@nhs.net).

Jeśli potrzebujecie Państwo tego dokumentu w innym języku lub w innym formacie, proszę skontaktować się z naszą Służbą ds. Kontaktów z Pacjentami (PALS) pod numerem telefonu 01245 459 459 lub adresem e-mail [thuccg.ccgtransformation@nhs.net](mailto:thuccg.ccgtransformation@nhs.net).

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如果您希望获得本文档的其他语言或格式的版本，请联系病人建议和联络服务部门，拨打电话：01245 459 459，或发送电子邮件至 [thuccg.ccgtransformation@nhs.net](mailto:thuccg.ccgtransformation@nhs.net)

এই ধরনের নথি যদি আপনি অন্য কোন ভাষাতে বা বকল্প রূপে চান, তাহলে  
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এই ইমলে আইডিভি যোগাযোগ করুন।

दुआपको कसुी अनुय भाषा या वैकल्पक दुाररूप में इस दसुतावेज की  
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459 459 पर संपर्क करें या [thuccg.ccgtransformation@nhs.net](mailto:thuccg.ccgtransformation@nhs.net) पर ईमेल  
भेजें।



## **Feedback Survey: Share your views on how NHS Clinical Commissioning Groups in mid and south Essex are proposing to work together in the future**

This survey is your opportunity to share your views on how NHS Clinical Commissioning Groups in mid and south Essex are proposing they will work together from April 2021. The feedback received from this survey along with the views of our partners and local people will be considered when developing our merger plans, and will be discussed at CCG Governing Body meetings and wider Council Health and Wellbeing and Health Overview and Scrutiny Committees. This survey will be open until 5 April 2020.

**1. What matters most to you when thinking about the management and provision of health and care in your area?**

**2. What would be your concerns about the changes to Clinical Commissioning Groups in your local area?**

**3. Do you think the discussion document includes all the benefits of the clinical commissioning groups in mid and south Essex working together as one organisation by April 2021?**

Yes  No  Don't know

**4. If you answered no to question 3, please outline any benefits that you think are missing from the discussion document.**

**5. What do you think the best way will be to involve patients and residents in commissioning decisions if we become one merged CCG? For example, currently members of the public can attend Governing Body meetings, local patient reference groups and focus groups.**

**6. Is there anything else you would like to add?**

**7. Please indicate which CCG area you are responding from:**

Basildon and Brentwood  Castle Point and Rochford  Thurrock  
 Mid Essex  Southend

**8. Are you responding as an individual or on behalf of an organisation?**

I'm responding as an individual  I'm responding on behalf of an organisation

**There a number of ways that you can feed back to us.**

**By post:** please send your completed surveys in a stamped address envelope to: CCG Discussion Document, NHS Thurrock CCG, Civic Offices, 2nd Floor, New Road, Grays, RM17 6SL.

**Online:** please complete our online survey at: [www.surveymonkey.co.uk/r/midandsouthessexCCGs](http://www.surveymonkey.co.uk/r/midandsouthessexCCGs)

**In person:** Attend a public drop in – see your local CCG website for more information.

Please note this survey closes on **5 April 2020**.

If you need any of our documents in alternative formats such as, larger print, easy read, braille, audio format or different languages, contact: [thuccg.ccgtransformation@nhs.net](mailto:thuccg.ccgtransformation@nhs.net).