

Public Document Pack  
SOUTHEND-ON-SEA CITY COUNCIL

**People Scrutiny Committee**

Date: Wednesday, 14th February, 2024

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Stephanie Cox (Principal Democratic Services Officer)

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

**A G E N D A**

- 1 Chair's Introduction & Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on 6 December 2024 (Pages 3 - 8)
- \*\*\*\* **ITEMS CALLED-IN FROM THE FORWARD PLAN/ ITEMS FOR PRE-CABINET SCRUTINY**
- 5 Severe and Multiple Disadvantage Service (SDMS) Contract (Pages 9 - 12)
- \*\*\*\* **OTHER SCRUTINY MATTERS**
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A report from Lou Williams, Independent Improvement Adviser for Children's Services.
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## **14 Future of Family Centres - Outcome of Consultation and Recommendations**

### **Chair & Members:**

Cllr T Cowdrey (Chair), Cllr K Murphy (Vice-Chair), Cllr B Beggs, Cllr S Buckley, Cllr C Campbell, Cllr P Collins, Cllr A Dear, Cllr N Folkard, Cllr J Harland, Cllr D Jones, Cllr G Leroy, Cllr A Line, Cllr R Longstaff, Cllr C Nevin, Cllr M O'Connor, Cllr D Richardson, Cllr N Ward, O Richards, A Quinn, T Watts and L Williams

## SOUTHEND-ON-SEA CITY COUNCIL

### Meeting of People Scrutiny Committee

**Date: Wednesday, 6th December, 2023**

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

# 4

**Present:** Councillor T Cowdrey (Chair)  
Councillors K Murphy (Vice-Chair), B Beggs, S Buckley, C Campbell,  
P Collins, D Cowan\*, N Folkard, J Harland, D Jones, G Leroy, A Line,  
R Longstaff, C Nevin, D Richardson, O Richards, A Quinn and  
T Watts

\*Substitute in accordance with Council Procedure Rule 31.

**In Attendance:** Councillors H Boyd, T Cox and J Moyies (Cabinet Members)  
J Ayao, W Guy, M Harvey, N Hoskins, A Pike, G Shuttleworth,  
J Walsh and S Cox

**Start/End Time:** 6.30 - 9.09 pm

#### **36 Chair's Introduction & Apologies for Absence**

##### **(a) Chair's Introduction**

Prior to the consideration of the matters set out in the agenda, the Chair outlined their expectations of the standard of conduct and behaviour to be shown at the meeting.

##### **(b) Apologies for Absence**

Apologies for absence were received from Councillor Dear, Councillor M O'Connor (Substitute: Councillor D Cowan) and Councillor N Ward.

#### **37 Declarations of Interest**

The following interests were declared at the meeting:

- (a) Councillor J Harland – (Minute 42,43,44) – son is an NHS employee.
- (b) Councillor N Folkard – (Minute 42,43,44) – relative works for Broomfield Hospital and part of the fundraising team for Southend Hospital.
- (c) O Richards – (Minute 43,44) – lay chair of Patient and Carers Partnership Group with the Royal College of General Practitioners.
- (d) Councillor C Nevin – (Minute 42,43,44) – previous association at Southend and Broomfield hospitals; family members employed at Mid and South Essex Trust and is an NHS employee within an external trust.

### **38 Questions from Members of the Public**

The Committee noted the response of the Cabinet Member for Children Services Education and Learning to a question presented by Ms Mitchell.

The Chair advised that the response of the Cabinet Member for Public Health to a question submitted by Mr Webb, would be sent to Mr Webb as he was not present at the meeting.

### **39 Minutes of the Meeting held on 31 October 2023**

Resolved:

That the minutes of the meeting of the Committee held on 31<sup>st</sup> October 2023 be confirmed as a correct record and signed.

### **40 Ofsted Focus Visit 23-24 May 2023**

The Committee received a report from the Executive Director of Children and Public Health, which provided an update on the outcomes from the 2-day Focus Visit by Ofsted which took place on 23-24 May 2023.

It was queried whether some 'Health Visitor' visits were being held in the Civic Centre instead of at home, and why this was happening; to which the Cabinet Member explained that she was not aware of a policy change in this regard and would seek clarification outside of the meeting.

The importance of the 'Right Intervention, Right Time' was emphasised, and the Chair requested that this document be reviewed at a future meeting.

The Committee noted the actions taken so far in response to the findings and commended staff on the improvements that had been made.

Resolved:

That the contents of the report be noted.

Note: This is a Scrutiny function.

### **41 Vecteo - progress brief on the provision of Key Performance Indicators**

The Committee received a report in relation to the ongoing monitoring of the performance of the Vecteo Joint Venture Company established for the provision of passenger transport services.

The Committee welcomed the contents of the report and agreed that Vecteo performance should continue to be reported on a quarterly basis. It was noted that the next briefing for the January-March 2024 quarter would be reported to the first meeting of the Committee in the new municipal year (June 2024).

Resolved:

That the report be noted.

Note: This is a Scrutiny function.

#### **42 HealthWatch Southend - GP Access (GP Patient Survey 2023)**

The Committee considered a report regarding GP Access from the Chief Officer of Healthwatch, which included the results of the GP Patient Survey 2023 and patient feedback regarding making a GP appointment.

A number of questions were raised by Committee Member's which were responded to by the Chief Officer of Healthwatch.

During the discussion it was highlighted that a GP Surgery (not in Southend) had successfully conducted a trial which asked patients to determine the length of their own appointment upon making a booking with the GP. The Chief Officer advised Members that he would try to find the result of this study to circulate.

The Committee emphasised the importance of co-production and welcomed the documented lived experiences which enriched the data available.

Resolved:

That the contents of the report be noted.

Note: This is a Scrutiny function.

#### **43 Primary Care Access Recovery Plan - (GP Access) - Mid & South Essex ICB**

The Committee received a presentation from the Director of Primary Care from the Mid and South Essex Integrated Care Board which provided an overview of the Primary Care Access Recovery Plan. Although there was no "quick fix" the report focussed on two key commitments:

- to tackle the 8am rush and reduce the number of people struggling to contact their GP practice, and;
- for patients to know on the day they contact their practice how their requests will be managed.

The following key points were highlighted as a means to address the challenges of access:

- All practices were expected to be operating on a Cloud Based Telephony system by March 2025.
- The implementation of a Total Triage model in line with modern general practice.
- To improve the Primary/Secondary care interface through a clinical leadership led approach.
- Optimisation of the workforce.

- Integrated Neighbourhood Teams – to offer appropriate care pathways across the episodic, complex and preventative models that best meet patient need.

The Committee asked a number of questions relating to patient choice, the 'Total Triage' model and interface between Primary and Secondary Care which were responded to by the Director of Primary Care.

Resolved:

That the presentation on the Primary Care Access Recovery Programme be noted.

Note: This is a Scrutiny function.

#### **44 NHS Waiting Times - Mid and South Essex NHS Foundation Trust**

The Committee received a report from the Mid and South Essex NHS Foundation Trust which provided an update on waiting times.

It was emphasised that services were distributed across the Mid and South Essex Foundation Trusts sites, as specialities were found in particular sites and patients moved between these sites as well as being given choice as to the hospital they wished to attend.

The Committee asked a number of questions which were responded to by the Chief Operating Officer of the trust, these related to:

- Vacancy rates – these were reported to be at 11%, down from 16% during the Covid period. A&E was highlighted as the most difficult area to recruit and supported by overseas recruitment campaign.
- Staff retention rates and the importance of staff wellbeing.
- The refurbishment of Southend's Emergency Department and ambulance handovers.
- The availability of patient transport to each of the sites.
- Patient choice and the process of how this worked in practice.

The Committee were reassured that patients were moving between the three hospital sites (depending on speciality and capacity available) and that the waiting list burden was evenly spread.

Committee Members requested that additional feedback be provided outside of the meeting on the following items:

- The Southend Level 2 Neonatal Unit and its downgraded status in December 2022 to a Level 1 Special Care Baby Unit, staffing implications, the pilot relating to this and possible consultation.
- Patient Transport Strategy – and any Sustainable Transport Policy which supported this.
- In terms of staff retention, how many staff across the MSE trust were offered flexible contracts.

Resolved:

That the contents of the report be noted.

Note: This is a Scrutiny function.

**Chairman:** \_\_\_\_\_

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**Meeting:** Cabinet  
**Date:** 4<sup>th</sup> March 2024  
**Classification:** Part 1  
**Key Decision:** Yes  
**Title of Report:** Extension of the contract for the Severe & Multiple Disadvantage Service 2024/25

**Executive Director:** Mark Harvey  
**Report Author:** Jess Siggins (on behalf of Krishna Ramkhelawon)  
**Executive Councillor:** Councillor James Moyies

**1. Executive Summary**

- 1.1 Following a review of the SMDS service and Intensive Housing Support service element, Public Health and Commissioning are seeking to extend the contract.

**2. Recommendations**

**It is recommended that Cabinet:**

- 2.1. Approve the request to grant a one-year extension to the SMDS contract to 31<sup>st</sup> March 2025.

**3. Background**

- 3.1. The contract for the Severe & Multiple Disadvantage Service (SMDS) commenced 1<sup>st</sup> December 2017 for an initial term of 6 years and 4 months to 31<sup>st</sup> March 2024, with an option to extend for up to three years, to 31<sup>st</sup> March 2027, in annual increments. This contract also includes the Intensive Housing Support element.
- 3.2. The contract, delivered by Peabody, provides support to individuals with multiple and complex needs accommodated in the South Essex Homes hostel at 94-98, Southchurch Avenue, and in various properties funded by the Next Steps Accommodation Programme (NSAP).
- 3.3. The individuals supported through this contract have typically experienced periods of rough sleeping, poor mental and physical health, and/or substance misuse, and have often been evicted from a variety of other settings. As such, due to complexities of the individuals, the expectations for positive move-on are not as tightly time-limited as other settings, but there is a need for this type of setting as part of the Council's supported housing and accommodation pathway.

**4. Reasons for Decisions**

- 4.1. It is understood that not extending the SMDS service would have a negative impact on service users, residents and the Council as set out in 5.1.

- 4.2. As the draft regulations for the Supported Housing Regulatory Oversight Act are expected later this year, there will be a need for the Council to develop a Supported Housing Strategy. The extension of the SMDS contract by one year will enable a more coherent review of supported housing need, and it will also enable time to expand the evidence-base for any future offer that includes the SMDS service.

## **5. Other Options**

- 5.1. The current contract could be allowed to end on 31<sup>st</sup> March 2024. There would likely be a severe impact for the individuals supported if the services were ended, as well as the Council and potentially other residents of Southend.
- 5.2. This will carry risks that the current residents of the Southchurch Avenue hostel will be left without any keyworker support, increasing their risk of eviction, increasing the risk of safeguarding and welfare concerns, and increasing the risk of neighbour complaints due to anti-social behaviour. If these current residents are evicted, there is a significant risk that they will return to rough sleeping, increasing demand on the Council's Rough Sleeping Team and increasing the likelihood of a need for temporary B&B accommodation. This may lead to poorer outcomes for service users and for residents, potentially leading to increased concerns in areas of high footfall, such as the high street.
- 5.3. In addition to this, the SMDS contract forms part of the committed drug & alcohol spends by Public Health. Under the terms of the Supplemental Grant, we are required to ensure that there is no disinvestment of Public Health spending from the drug & alcohol system. As such, any savings from the SMDS contract could not be returned to the Council, but they could be repurposed elsewhere within the drug & alcohol treatment system.
- 5.4. There are also requirements placed on the properties funded by the Next Steps Accommodation Programme (NSAP), that mean that a level of intensive housing support must be provided to their inhabitants. This funding is conditional based on the provision of the support provided by the Intensive Housing Support Service (IHS), so in order to meet the terms of this funding, the Council must provide a level of support to these properties.

## **6. Financial Implications**

- 6.1. The SMDS contract was awarded with the option to extend until 31<sup>st</sup> March 2027. The current SMDS contract value for 2023/24 is £499,620, and the contract would remain the same price for 2024/25 if the contract were extended.

## **7. Legal Implications**

- 7.1. Whilst there are various statutes that govern the delivery of supported living services, this report deals only with the contractual processes that relate to the extension of services by an existing provider.
- 7.2. An extension to the contract is permitted under the terms of the contract and is within budget. No further procurement process is required.
- 7.3. This extension is required to be agreed by the Cabinet as it is an executive key decision

8 **Policy Context**

8.1 N/A

9 **Carbon Impact**

9.1 No change

10 **Equalities**

10.1 No issues to consider


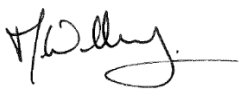
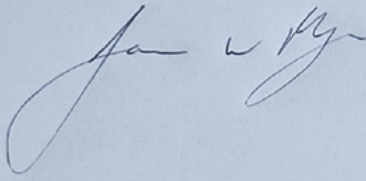
11 **Consultation**

11.1 In July 2023, while exploring options around continuing or ending the contract, the Drug & Alcohol Commissioning Officers met with a wide range of system partners that engage with the SMDS, including: Aspirations, HARP, the Intensive Housing Support (IHS), the Rough Sleeping Mental Health Team, South Essex Homes, Southend Treatment And Recovery Service (STARS), and St. Vincent de Paul (SVP). The overview from these review meetings was that the SMDS offer is seen as an important and necessary part of the accommodation pathways.

12 **Appendices**

12.1 **Appendix 1**: N/A

13 **Report Authorisation**

<b>This report has been approved for publication by:</b>			
	<b>Name:</b>	<b>Signature</b>	<b>Date:</b>
S151 Officer	Joe Chesterton		22.01.24
Monitoring Officer	Kim Sawyer		22.01.24
Executive Director(s)	Mark Harvey		22.01.24
Relevant Cabinet Member(s)	Cllr James Moyies		22.01.24

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## EEAST OVERVIEW AND PERFORMANCE

Reporting on data up to December 31 2023  
Date of Report: 5 February 2024

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## Purpose of Report

The purpose of this report is to provide the Committee with information regarding the performance of the East of England Ambulance Service NHS Trust (EEAST) in Southend-on-Sea.

## Summary

- Response times in Southend for our most serious incidents, Category 1, improved in 2023 with an average response time of 6 minutes and 27 seconds.
- Response times in Southend for C2 category patients including chest pains and strokes have also improved with an average response time of 39 minutes and 25 seconds.
- In 2023 on average only 27% of ambulances were able to handover their patients within 15 minutes at Southend Hospital.
- NHS England has removed EEAST from the National Recovery Support Programme in recognition of the significant improvements we have made. The programme was formerly known as Special Measures.  
EEAST can confirm there are no plans to close Shoeburyness Ambulance Station in the next fiscal year (23/24).

## Response Times

Southend is part of the Mid and South Essex sector for EEAST and continues to be on track with improving response times.

**The most serious and urgent category known as C1 improved in 2023 with an average response time of 6 minutes and 27 seconds compared to 8 minutes and 25 seconds for the whole of Mid and South Essex.**

We have seen the longest sustained reduction in variance from national response time averages as a Trust for many years, however we recognise that these are still not as good as they need to be in all areas and there is more to do to further improve response times across our region. We are looking at ways in which we can improve our response times and increase our resources, which include:

- Increasing frontline clinician numbers by 300, delivering a 10% increase in ambulance hours.
- Increasing clinical cover within our control rooms, so we be able to triage all appropriate calls to improve patient safety and maximise the use of alternative services which are available within communities.
- Completing our roll out of advanced practice cars in both urgent and critical care in each county, who will be able to provide more specialist clinical care and support in patients' homes.

- Increasing Hear and Treat times to 13% through Emergency Clinical Advice and Triage (ECAT) expansion. ECAT allows more patients to be treated over the phone rather than needing an ambulance response.
- Segmenting category 2 calls by clinical need. This new system allows a conversation between the patient and the clinician in the control room where together they can decide whether an ambulance is the best response or if they would be better cared for in the community.
- Collaborating with Fire and Rescue services across the region. In Essex we are working with Essex Fire and Rescue Service on a falls pilot. The new partnership aims to free up ambulance crews to attend the most seriously ill people and this new programme aims to send a Community Wellbeing Officer within an hour of the call if someone has fallen.
- Increasing the use of Community First Responders (CFR) to assist with patients that have fallen. They can be dispatched to falls where the patient is uninjured or where a clinician has deemed the incident appropriate for a CFR, they can also be used as a resource for trust staff to use as a backup option to support them on scene with a lift.

## System Working

In terms of our work with the wider system, we continue to make substantial progress to increase the use of alternative pathways through the utilisation of 'Access to the Stack.' **686 calls in Mid and South Essex were referred to alternative urgent care services in December with a 74% acceptance rate.**

Within each ICS area, an unscheduled care co-ordination hub has been established to support those calls categorised as C3 - C5. This will reduce unnecessary ambulance trips to hospital emergency departments. The hubs will ensure that alternative care is available for patients in line with their needs. Currently these hubs have structured but individual operating hours, and the ambition is for each hub to move to a 24/7 operation.

The unscheduled care co-ordination hubs receive calls from 111, other healthcare professionals and low acuity cases that we receive via digital enablers and automated technology. The hubs will be staffed by local clinicians and social care colleagues, working as part of a multi-disciplinary team, to manage the referrals from EEAST and to coordinate local care for local patients. It will direct patients to the most appropriate primary care, community, or mental health services to support their individual clinical needs.

**The unscheduled care coordination hub covering Southend (UCCH) with call before you convey, is operating Mon – Fri, 08:00-20:00 and Weekends: 08:00 – 18:00.**

Call before you convey provides ambulance crews with a single phone number within their ICS to call and either gain clinical advice from the system or to access prompt referrals into



alternative care pathways such as frailty assessment, virtual wards, and same day emergency care services.

## Call pick up

Since January 2023 we have seen increasing call volumes. Despite the increase in calls we consistently have one of the lowest call answer times in the country. The Trust is continuing its plan to reach 330 call handlers to ensure we sustain call pick up times.

**The average call pick up time for 2023 was 6 seconds.**

## Hospital Handovers

We continue to collaborate with partners across the system to try to minimise the turnaround times at hospitals. This includes Hospital Admissions Liaison Officers (HALO) at acute trusts to facilitate smoother and faster handovers. These have been successful and are now a permanent position within the Trust.

However, Hospital Handovers remain a significant issue which affects EEAST's performance. Handover times are split into 2 main categories, arrival to handover and handover to clear. Primarily, arrival to handover is hospital controlled and handover to clear is ambulance controlled.

The national mandate for arrival to handover is 15 minutes, however, this is a target that is rarely being achieved. These delays are reducing the number of ambulances in operation and are significantly affecting our ability to respond to waiting 999 patients.

**In 2023 on average only 27% of ambulances were able to handover their patients within 15 minutes at Southend Hospital.**

**The average arrival to handover time at Southend Hospital in 2023 was 33 minutes.**

To support the national Urgent and Emergency Care recovery plan of C2 performance to 30 minutes in 2023/24, the maximum weekly ambulance hours lost to handover delays has been independently modelled by NHSE and agreed at 1,500 Trust wide (this is approximately 125 ambulances). These levels have never been reached. We are committed to understanding the impact we play in handover delays and are identifying patients with a non-critical emergency and patients that are transported to A&E departments due to a failed referral so that we can work with system partners to find alternative services to reduce demand on our hospitals.

The MSE Operational team have developed an initiative that has been implemented Trust Wide to support the improvement of handover to clear times with the aims of:

- Improving the handover to clear (H2C) times which will increase patient facing staff hours (PFSH) providing more time for focussed patient care.
- Improving response times in line with national standards
- Reduce mental load on staff allowing them to focus on other tasks following a clinical handover of care of a patient.
- Reducing time spent at hospital can improve emergency department (ED) flow by reducing queues and demonstrates that EEAST are committed to reducing delays within the wider system.

Staff will receive reminder messages on their radio handsets and Mobile Data Terminal (MDT) screens to alert them if they are about to breach the times in line with national standards.

## EEAST Clinical Strategy

Our clinical strategy marks a significant step forward in our mission to improve the way we care for our communities.

At the core of this new strategy is people and collaboration, be that providing more patient centric care through supporting the development of our people, or by collaborating with partner organisations to make better use of other services.

The strategy sets out the different approaches that will be taken, based on the differing categories of call that we receive. From ensuring we can provide a consistently rapid response to the most serious calls, to enabling patients to be cared for in their home where possible and avoiding unnecessary hospital stays, the strategy provides the flexibility needed to personalise treatment and triage care more effectively.

To ensure that we can provide a better and more clinically accurate response for patients we have changed the way we manage category 2 emergency calls. This category is now be broken down – or segmented by clinical need.

These segments are:

- Clinical Navigation: A Clinician will assess the call to ensure that an ambulance response is appropriate. If an ambulance response is not needed patients will be directed to alternative care pathways.
- Immediate Dispatch: An ambulance will be dispatched as soon as a resource is available.

This new system will allow a conversation between the patient and the clinician in the control room where together they can decide whether an ambulance is the best response or if they would be better cared for in the community.

This allows ambulances to be dispatched as soon as possible for patients in the greatest need. Crucially, the process does not mean anyone loses their position in the queue for a response, but it does allow more individualised care for people.

Five of the six unscheduled care coordination hubs (UCCH) are now in operation in the region, ensuring our system response to 999 calls meets the individual needs of the patient, getting them to the right care at the right time. The EOC and the UCCHs use the Access to Stack technology in the Trust. This allows community teams to be sent calls directly when appropriate.

## CQC Update

NHS England has removed EEAST from the National Recovery Support Programme in recognition of the significant improvements we have made. The programme was formerly known as Special Measures.

Our latest CQC report, published in July 2022, showed significant improvements on long-standing cultural issues. The report recognised our efforts to improve leadership, culture, and safety for staff.

Since February 2023, the CQC has also lifted four conditions on our license. There are three remaining. Work is underway to provide the evidence for the remaining conditions to be lifted.

## Shoeburyness Ambulance Station

EEAST can confirm there are no plans to close Shoeburyness Ambulance Station in the next fiscal year (24/25). Ambulances will continue to operate and be staffed from the current site and any plans will be developed through proactive stakeholder engagement including with this committee.

## Community First Responders

Southend has a Community First Responder Group but needs more active volunteers.

If members of this committee know of anyone interested in becoming a Community First Responder please point them towards our website, where anyone can sign-up to volunteer and undertake the necessary training. The website address:

<https://www.eastamb.nhs.uk/join-the-team>

## Conclusion

We consistently have one of the lowest call answer times in the country and have seen the longest sustained reduction in variance from national response time averages as a Trust for many years, however we recognise that these are still not as good as they need to be and there remains more to do to further improve response times across our region. We are looking at ways in which we can improve our response times and increase our resources, which include:

- Increasing frontline clinician numbers by 300, delivering a 10% increase in ambulance hours.

- Increasing clinical cover within our control rooms, so we be able to triage all appropriate calls to improve patient safety and maximise the use of alternative services which are available within communities.
- Completing our roll out of advanced practice cars in both urgent and critical care in each county, who will be able to provide more specialist clinical care and support in patients' homes.
- Collaborating with Fire and Rescue services across the region.

We would like to extend an offer to committee members to join our crews on a ride out or to spend time in our emergency operations centre to experience firsthand the excellent work our people do. If you would be interested in taking up this offer, please email [publicaffairs@eastamb.nhs.uk](mailto:publicaffairs@eastamb.nhs.uk)

**Meeting:** People Scrutiny Committee  
**Date:** 14<sup>th</sup> February 2024  
**Classification:** Part 1  
**Key Decision:** No  
**Title of Report:** Update on Children's Services Improvement Programme

**Executive Director:** Michael Marks  
**Report Author:** Lou Williams, Independent Improvement Adviser for  
Children's Services  
**Executive Councillor:** Cllr Helen Boyd

## 1. Executive Summary

- 1.1. This paper provides a brief update to Councillors on the work of the Children's Services Improvement Board in supporting children's services to enable vulnerable children and young people to achieve consistently good outcomes.
- 1.2. The independent improvement adviser has provided a presentation outlining progress and key developments over the last 12 months, which will be discussed further at the Scrutiny meeting on 14<sup>th</sup> February 2024.

## 2. Recommendations

**It is recommended that People Scrutiny Committee:**

- 2.1. **Notes the progress made by the leadership team, managers and practitioners in children's services in improving the quality of services to children, young people and their families over the last 18 months;**
- 2.2. **Notes the priority areas for continued service development for 2024.**

## 3. Background

- 3.1. At the most recent full inspection by Ofsted in 2019, children's services in Southend were judged to require improvement in order to be good.
- 3.2. Leaders of children's services in Southend are committed to ensuring that children, young people and their families achieve consistently good outcomes. They have led a number of changes to secure improvements in service delivery since the last full inspection.

- 3.3. I was appointed as independent improvement adviser to Southend children's services in July 2022. My role is to provide support and challenge to the leadership, and to chair the Southend Children's Services Improvement Board.
- 3.4. The Improvement Board meets approximately once every 6 weeks. Membership includes:
- Cabinet portfolio holder;
  - Opposition Cabinet portfolio holder;
  - Chief Executive of the Council;
  - Independent Safeguarding Adviser to the Southend Strategic Safeguarding Partnership;
  - Representatives of frontline practitioners;
  - Executive Director, Children and Public Health;
  - Director of Education, Early Years and Inclusion;
  - Head of HR and payroll;
  - The Director of Children's Social Work, Early Help and Youth Support Services and members of her leadership team also attend the board.
- 3.5. Over the past 18 months, the Board has focused on ensuring that leaders in children's services have an accurate understanding of the strengths and areas of development across the service.
- 3.6. This activity has resulted in a significantly refreshed and detailed improvement plan.
- 3.7. The service has made improvements in many areas, including:
- Increasing the visibility of the leadership team in establishing a positive culture across the service;
  - Supporting managers to effectively analyse information from quality assurance activity and performance measures to improve the experience of vulnerable children, young people and their families;
  - Taking action to improve the support available to children and young people who experience neglectful parenting and/or neglect;
  - Ensuring greater consistency of management oversight and supervision;
  - Launching revised threshold policies and early help frameworks in consultation with the wider partnership;
  - Re-modelling the 'front door' to children's services;
  - Engaging partners in a bid for pilot status as a family help pathfinder;
  - Improving the offer to foster carers, leading to increased recruitment activity.
- 3.8. Priority areas for development in 2024 include:
- Embedding the restorative practice model in Southend across the partnership, so that children and families benefit from a consistent relationship-based approach to help and support;
  - Improving confidence across the partnership in supporting families, particularly where children and young people are experiencing neglect;

- Maintaining a focus on ensuring that plans for children are of consistently good quality and that children and families benefit from consistently good practice;
  - Ensuring that practitioners are accessing consistently good supervision and management oversight;
  - Maintaining the focus on recruitment and retention, particularly of experienced and qualified staff, and on staff development.
- 3.9. Ofsted undertook a focussed visit in May 2023, which assessed the quality of service for children in need and in need of protection. The outcome of this inspection was broadly positive, while identifying areas where continued development was needed. This is positive, but the reality is that children's services must continually adapt and improve in order to meet increasing expectations of quality.
- 3.10. Both Ofsted and Government expect local partnerships to support continuously improving services for children, young people and their families. An example is the introduction by Ofsted of a separate inspection judgement relating to the progress being made by care experienced young people. This change reflects the increasing expectations around what care-experienced young people should expect in terms of the quality of support they receive.
- 3.11. This means that while there have been significant improvements made across the service over the last 18 months, the need for continued focus on improving outcomes will remain.

#### **4. Reasons for Decisions**

- 4.1. To ensure that Members of People Scrutiny have oversight of the improvement work taking place in Children's Services.

#### **5. Other Options**

- 5.1. There are none related to this report.

#### **6. Financial Implications**

- 6.1. Children's services include a number of demand-led budgets.
- 6.2. Of particular concern nationally is the increasing cost of placements for children in care, which has also had an impact on overall costs in Southend.

#### **7. Legal Implications**

- 7.1. The Council holds a number of statutory duties for children and young people including those that are Children Looked After (Children we care for), care leavers (Care Experienced) and those deemed to be Children in Need (CiN) under current legislation including the Children Act, 1989.

**8. Policy Context**

8.1 This report links directly to the Council's Corporate Priority to deliver a safe City with a good quality of life for all.

**9. Carbon Impact**

9.1. Not applicable.

**10. Equalities**

10.1. No direct implications.

**11. Consultation**

11.1. Not applicable.

**12. Appendices**

12.1. **Appendix 1:** Presentation to Committee: 'Southend Children's Services: Improvement Board Report.

**13. Report Authorisation**

<b>This report has been approved for publication by:</b>		
	<b>Name:</b>	<b>Date:</b>
S151 Officer	Joe Chesterton	06/02/24
Monitoring Officer	Kim Sawyer	05/02/24
Executive Director(s)	Michael Marks	05/02/24
Relevant Cabinet Member(s)	Cllr Helen Boyd	06/02/24



# 25 Southend Children's Services: Improvement Board Report

Presentation to People Scrutiny: February 14<sup>th</sup> 2024

Lou Williams: Independent Improvement Adviser

# Introduction & background...

- I am an experienced senior leader in children's services and former DCS. I now undertake improvement work as a DfE Improvement Adviser among other roles;
- I was appointed by Southend as an independent improvement adviser in July 2022;
- My role is to offer support & challenge to Children's Services;
- This includes chairing the Improvement Board;
- I attended People Scrutiny in November 2022 to present an overview of a deep-dive activity undertaken in July/August 2022;
- I am here today to provide People Scrutiny with an update on the work of the Improvement Board and the improvement journey of Children's Services more generally since then.

# Over-arching summary

- Children's services have made good progress overall over the last 18 months;
- The leadership team have established good processes to assure themselves of the quality of practice;
- An effective and detailed improvement plan is in place that is regularly updated;
- Leaders are visible to staff including through weekly KIT meetings;
- While some staff report that workload is high, overall caseloads are now mostly within acceptable levels;
- Focused action is being taken to address some long-standing issues, including:
  - Implementing a new model of front door;
  - Launching revised thresholds early help frameworks in consultation with partners.

# Ofsted focussed visit: May 2023

- Areas where further improvement was needed identified by inspectors included:
  - Specificity and timeliness of plans;
  - Response to children experiencing neglect and/or domestic abuse;
  - Some children's records, which were too heavily reliant on adult self-reporting or adult focused;
- Importantly, however, inspectors were positive about the change in culture and the impact of leaders on practice;
- Inspectors also identified that the self-assessment was thorough and provided accurate information on service performance and priorities for development.

# Ofsted focussed visit: May 2023

- ‘Leaders in Southend are firmly centred on delivering strengthened social work practice and creating the culture and environment for effective child-focused services. This has led to some significant improvements in the areas considered by this visit...’
- ‘Corporate and political leaders have shown their commitment to the improvement journey and this whole-council approach emphasises the priority given to children’s social work services. The director of children’s services is engaging with independent improvement partners, who assist in providing robust external scrutiny. While progress is evident, inspectors identified some areas of practice which require further strengthening.’

# Improvement board...

- The Improvement Board meets approximately once in six weeks;
- Excellent engagement by corporate and cross-party political leadership;
- Includes staff representation & chair of Southend Safeguarding Partnership;
- Promotes open discussion of areas of strength and areas for development;
- The quality of analysis and action planning from heads of service and others has improved significantly over the last 18 months.

# Improvement board...

- It is clear that leaders know their service areas increasingly well;
- Practice focus areas come to the Improvement Board, most recently on support to care experienced young people;
- This included:
  - Good analysis of quality assurance & performance information;
  - Identified areas for improvement and actions to be taken;
  - A focus on ensuring that young people are enabled to achieve good outcomes.
- Over coming months, the board will maintain oversight of particular areas of practice, including:
  - Plans that are co-produced with parents;
  - The voice of the child;
  - The impact of changes to Early Help.

# Performance indicators...

- Rates of children subject to child protection planning are relatively low;
- Managers have taken action to ensure that child protection processes are being used appropriately and addressed some earlier over-optimism leading plans to end early;
- Children in care numbers remain above the average of similar areas, although have reduced over last 6 months;
- Placement stability indicators for children in care have improved;
- Performance indicators for care experienced young people are generally good;
- The fostering programme is having impact on recruitment of new carers and has improved the support to existing carers.



# Staffing and vacancies...

- Recruitment and retention of experienced and qualified social workers is a national challenge;
- Southend has relatively low rates of uncovered vacancies;
- Staff morale feels much improved compared with the time of my deep-dive in August 2022;
- Use of agency social work staff remains quite high at 25%, though not an outlier in the region;
- Looking at ways of to tell the positive story about Southend, reviewing recruitment materials and so on;
- Recent success in permanent senior appointments.

# Changes to front door & launch of C-SPOC

- An important area of positive change;
- Rates of social work assessments and child protection enquiries have been historically high in Southend;
- This is problematic because:
  - Over-intervention is experienced negatively by families and often reduces the likelihood of engagement with support services at a later date;
  - Dilutes staffing and partner resources available to work with children with the greatest needs;
  - Is wasteful of resources that could be better spent supporting children and their families as opposed to assessing them;
- Launch of new model, thresholds guidance and support to managers and practitioners is having significant positive impact.

# Changes to front door & launch of C-SPOC

- Work is now underway across the partnership to embed the strengths-based restorative practice approach to supporting children and families through early help;
- Partners have signed up to the principles behind the 'Family Help' pathfinder and a bid for pilot status has been made;
- The challenge is ensuring that strategic agreement is reflected in front-line engagement with children and families;
- This requires a significant culture change and will take time;
- Safeguarding children partnership is providing active support and training resources in this area, however.

# Key priorities for 2024...

- Continuing the positive development of the Corporate Parenting Board and demonstrating impact;
- Maximising participation by children & young people and linking to outcomes;
- Delivering impact from re-launched early help framework including specifically in respect of neglect;
- Taking forward the principles of the family help pathfinder;
- Embedding practice changes and tool kits relating to domestic abuse;
- Continued focus on practice more generally: Planning, quality of direct work, supervision and case-recording;
- Making things even better through development of co-produced plans for children, including safety plans.

# Key priorities for 2024...

- Making our processes and systems child and parent friendly as far as we can, for example in the way that we communicate important information;
- Increasing the proportion of children and young people benefiting from permanency in foster care, safe return home, SGO and Adoption;
- Continuing to work with partners to ensure that children access timely health assessments and dental care;
- Ensuring that conference chairs and reviewing officers are proactive in ensuring good outcomes for children and young people.
- Maximising impact of improvement partner [Islington] and internal practice and performance surgeries;
- Ensuring the service is accurately reflected in its self-assessment.

## Concluding remarks...

- Southend feels a very different place to where things were 18 months ago;
- Then, leaders had a good grip on what needed to change, but impact on outcomes was still limited;
- Since then, positive impact on practice and outcomes for children is apparent, as recognised by Ofsted;
- Children's services are inherently vulnerable and continued focus on ensuring consistency of practice is essential;
- The Covid pandemic delayed improvement work and continues to have other impacts, but the framework for ensuring continuous improvement is now in place and is having impact for children.



Mid and South Essex  
Integrated Care  
System



Southend-on-Sea  
City Council

# Southend SEND Area Partnership

Update: *Report to People Scrutiny*

February 2024



## Context

Since the inspection

Public Service budgets continue to be under significant pressure with restructures and savings impacting directly and indirectly across the partnership. These reflect national concerns.

- ▶ Re-structure of Council Education Services agreed including an enhanced integrated EY service, development of specialist teaching and school support services and a SEND/AP management structure.
- ▶ Restructure of ICB concluded with retention of SEND leads following consultation
- ▶ School budgets continue to be under pressure. Increase in demand for EHC Plans and subsequent pressure on assessment services and provision. Statutory timescales challenged due to shortage of EPs. Special School and Area Resource places under pressure. RACC in Kingsdown impact on expansion.

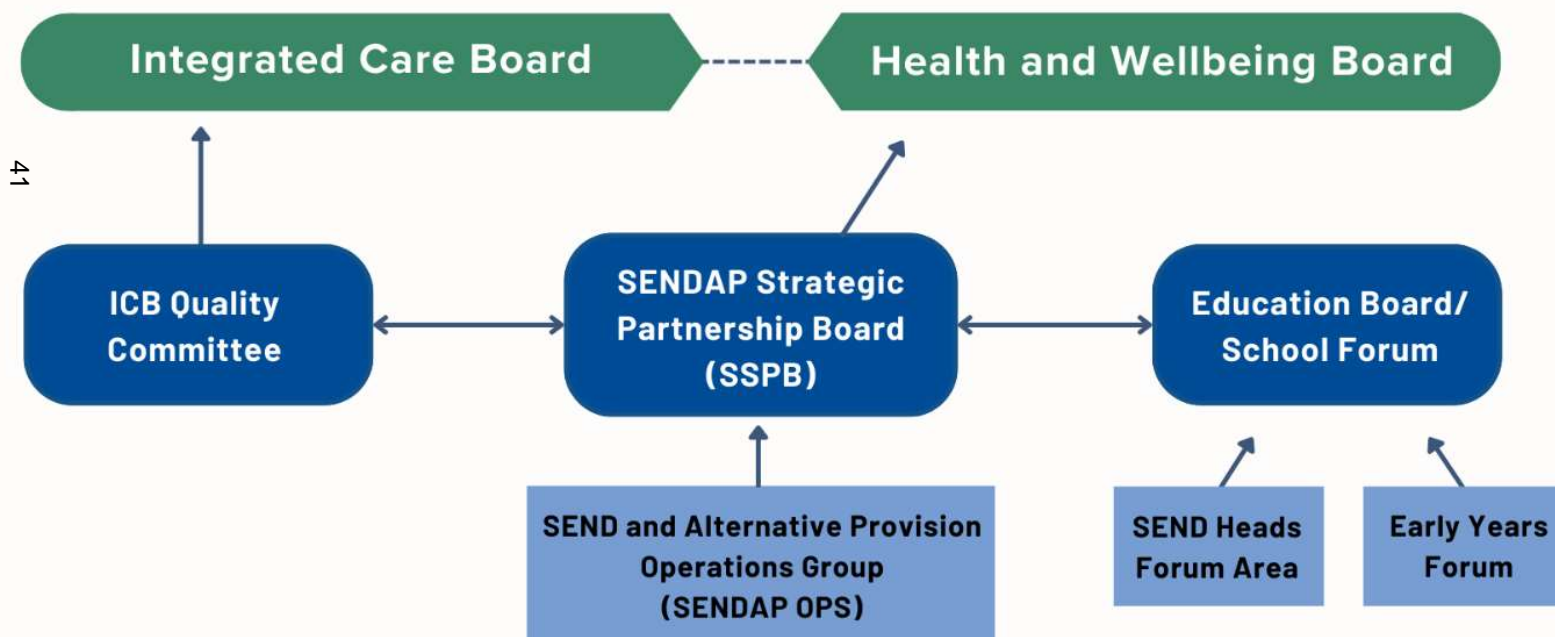
Key actions

- ▶ Recovery plan in place for EPS with successful recruitment of PEP and SEPs.
- ▶ Increased Investment in Early Intervention and SEND Education. Mainstream Schools have received an additional £2.5 million for inclusion support this academic year.
- ▶ Area Partnership Strategy and Strategic Action Plan shared across Southend Community with a positive response from key stakeholders
- ▶ SEND Network for parent/carers involvement launched and positively received



## Governance

### Southend SENDAP Partnership



## Post Inspection Strategic Action Plan

- ▶ Published 21<sup>st</sup> July 2023
- ▶ 45 actions over 6 recommendations
- ▶ Leads and resources identified.
- ▶ Tracking monthly in operations group
- ▶ Communicated widely at the SEND Network event 6 October 2023
- 42 ▶ Milestones for 4 month, 8 month and then yearly
- ▶ Biannual reporting of progress against the Area SEND Strategic Action Plan to Health & Wellbeing Board and People Scrutiny Committee
- ▶ 6 monthly reporting to MSE ICB Quality Committee for oversight, governance and assurance on the delivery against the strategic action plan

**Recommendation 1** Leaders in education, health and social care are empowered to drive forward improvements at pace so that the Southend SEND Partnership strategy impacts positively on the experiences and outcomes of all children and young and people with SEND.

## On Track

- ▶ Revised governance arrangements in place with clearer functions for reporting and tracking progress
- 43 ▶ Area Partnership Board Membership revised to ensure leaders in Health, Education and Social Care are held to account and track progress
- ▶ Biannual reporting to Health and Well-Being Board with greater stakeholder engagements through SEND Forum, SEND Network and Educational Strategy Group
- ▶ Iterative design of the partnership SEF developed to reflect SEND and AP integrated system
- ▶ ICB review complete and restructure in progress. Maintained ICB roles with SEND and children's agenda identified.

## **Recommendation 2** The local area partnership should evaluate the quality and impact of services and joint working more effectively, to inform improvements that lead to better outcomes and experiences for children and young people with SEND

- ▶ Data Analysis on educational outcomes in place
- ▶ Improvement initiatives on Track
- Relational Practice training offer provided to all schools, parents and carers and professionals in Childrens Services. 50% (26) of Southend schools have engaged since September 2023. Embedding trauma informed approaches will strengthen inclusive practice across our city. Maureen Mckenna presented to all Heads in the city.
- 3 Alternative Provision (AP) Pilots commissioned
- 4 8 additional Southend Schools with Mental Health Support Teams (MHSTs), (phase 2 Wave 11)
- Risk stratification and process determined for children and young people at risk of admission to a mental health inpatient setting through effective partnership working. Young people's needs will be met by a multi-disciplinary team in the community
- Better quality information in Yr9 Annual Reviews provided by schools, supporting effective Preparation for Adulthood planning

### In place for delivery 2024

- Central Specialist Teaching Service to deliver individual support in schools and to settings delivery 2024
- Speech and Language Central Support project to provide early identification and effective support for children and young people with SLCN in mainstream schools

**Recommendation 3** local area partnership leaders should improve the effectiveness of joint working to support the co-production of EHC plans and annual reviews so that at each stage the provision that is planned takes full account of children's and young people's current and changing needs.

- ▶ Statutory timescales for new assessments significantly impacted by EPS staffing.
- ▶ Recovery Programme Plan and Annual Review Programme Tracker produced and shared with SENDAP Operations Group.
- ▶ Recruitment and retention scheme for EP Service revised and implemented. Recruited PEP and SEPs. Additional recruitment of Assistants and Trainees in progress.
- ▶ EP locum and backlog recovery team in place
- ▶ Two rounds of recruitment of SEN Recovery Officers complete – 7 of 8 additional officers appointed to deliver annual review recovery plan
- ▶ CWD reviewing all the CSC care packages and assessment of need to inform planning and ensure appropriate input into plans.
- ▶ Initial meeting of EHC Multi-Agency quality assurance group determined group membership, who are adapting framework from another Local Authority.

**Recommendation 4** Local area partnership leaders should ensure that they share accurate data across health, education and social care to support rigorous and effective self-evaluation and inform joint commissioning.

- ▶ The development of a joint dashboard needs further work at pace.
- ▶ SCC data from education which is being shared through the SENDAP Operations group and informs further discussions is positive
- ▶ JSNA on track with phase 1 draft scheduled by feb.
- ▶ Data currently being reported from specialist community and mental health services identified, with BI leads from across the health system working to share through a central repository
- ▶ Health dashboard developer instructed and commencing build, initially focused on data already reported
- ▶ Gaps and further metrics identified. Data Quality Improvement Plans (DQUIP) will be required to ensure timely and accurate reporting from health providers

**Recommendation 5** The local area partnership should ensure that appropriate support is in place from health services for children and young people who are awaiting health needs assessments, so that early intervention reduces the risk of any escalation of concern.

- ▶ Specialist community health provider has ensured that service web pages have information about routes to referrals, assessment and treatment pathways as well as resources to provide support and advice whilst waiting for assessment
- ▶ In line with the MSE ICB Joint Forward Plan, a task & finish group was established and has now completed an all-age Neurodiversity demand and capacity review
- 47 ▶ Services continue to strengthen and develop following transfer in 2021. Waiting times for ASD assessment have reduced to approximately 52 weeks despite increasing demand
- ▶ Work on pre and post diagnostic assessment support is progressing.
  - ▶ The Lighthouse ASD team are now hosting a series of post-diagnosis support group sessions across a wide range of community venues
  - ▶ Work continues with the development of The Essex Autism Project with CYP, parents, carers and professionals involved
  - ▶ Regular sharing of additional service and support via Southend SEND newsletter
- ▶ MSE Health SEND Champions forum formed and beginning work on training needs analysis

**Recommendation 6** The local area partnership should make sure that parents and carers and professionals receive clear and reliable information about how to access the range of support and services that are available

- ▶ 29 nominations for SEND community champions received.
- ▶ 1834 Subscribers to the SEND Partnership newsletter
- ▶ New Livewell platform (Local Offer) went live in June 2023. 3 feedback and co-design sessions for held.
- ▶ Half termly Your Local Offer Your Way sessions and participants have supported amends to 29 pages and created 5 new pages on the Local Offer.
- ▶ The Local Offer feedback survey reported greater satisfaction
- ▶ The SE7 evaluation framework of the local offer is an internal tool identifying completeness of information. Of 85 aspects, (76%) were rated as either developed or well developed with 24% requiring more development.
- ▶ 14 SEND Surgeries held .64 parent-carers have attended. 76.5% completed feedback sheets and of the 47 people who answered the question of whether the surgery was helpful, 100% said yes.



**Recommendation 6** The local area partnership should make sure that parents and carers and professionals receive clear and reliable information about how to access the range of support and services that are available

- ▶ The SEND Network event in October 23 provided an opportunity for the SEND Partnership to share the strategic plan and strategy. The event was attended by 78 people. 55 of which were parents/carers
- ▶ SEND Network launched. 29 organisations joined to date. Next Network event scheduled for March 2024
- ▶ Feedback obtained at SEND Network event shaped a project plan scoping out the development of 11 roadmaps.
- ▶ The first 3 roadmaps are being developed in conjunction with SSIF Seminars between February – June 2024, on track for 30% overall roadmap completion by July.
- ▶ The PCF & Local Offer team refined and completed the SEND co production charter, which sits as an appendix to the Terms of Reference to the Strategic Partnership Board

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# Information Advice and Guidance

## People Scrutiny Committee

Mark Harvey Exec Director Adults and Communities

# Adults and Communities - External

Commissioned Services	Provider	IAG Offer
Information, Advice and Guidance	Citizens Advice Southend	Finance, Housing, Benefits and Generic Advice
Adult Advocacy Services	South Essex Advocacy Services (SEAS)	Statutory and Care Act Advocacy, IMCA / IMHA, LPS, Non statutory, Independent Health Complaints Advocacy
Carers Support Service	Carers First	Carers Assessments, Benefits, Carers Respite
Direct Payment Support	Vibrance	Management of Direct Payments and individual advice and support
Healthwatch Southend	The Advocacy people	Health and Social Care

# Adults and Communities - External

## Accessibility

- The commissioned Information Advice and Guidance offer can be accessed by telephone, online, face to face and in certain cases via home visit if requested. Currently service providers are compliant with their contracts and there are no accessibility concerns.

## Areas for Improvement

- A review is planned for 2024 to quantify current impact and quality of IAG offer and assess need for any changes improvement, as services have seen a rise in demand.
- The Advocacy and Direct Payments services are currently under review.

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# Adults and Communities – In-house

## In-house IAG Services

- Access Team - Telephone and Face-to-Face

Telephone: 01702 215008. Landing page: <https://www.southend.gov.uk/social-care>

## Accessibility

- Information Advice and Guidance can be accessed by telephone, online, face to face and via home visit. All information meets accessibility requirements including NHS accessibility requirement

## Areas for Improvement

- A review of the Access Team is underway to realise the vision of Connected Southend. The portal will be an online self-assessment tool providing people with care and support information based on their living situation, physical, mental and emotional needs and basic finances.

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# Customer Service

The customer service centre provides a first contact response to the residents, businesses, visitors and customers of the City through a variety of communication channels. This service is provided by Council staff and there are no commissioning elements to service delivery.

There are currently a variety of channels to access the Council; website; online forms (MySouthend); email; phones; in-person; post.

Whilst the primary channel of choice is online and self-serve, there are alternative routes for accessing support for council services outlined above.

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The customer service centre aim to resolve enquiries at the first point of contact, whether that be advice and information, raising a request for a service, or reporting an issue. There will also be occasions where a call could be transferred to a 'back-office' service area for resolution for more complex enquiries.

The focus over the coming year will be extending the digital offer across the service for customer improvements and promotion of self-serve whilst considering the customer experience.

The cross-council initiative of reviewing the Council's 'Front-Door' is currently being worked on which will also encompass future improvements and alternative service delivery options.

# Benefit Team–Housing Benefit, Council Tax Reduction, Local Welfare Provision & Discretionary Housing Payment

- How we Provide Information and advice

SSCC website ◊ Annual Council Tax Booklet ◊ Present at community & Networking events ◊ Outreach 'attending one love' ◊ social media campaigns ◊ sharing with charities and 3<sup>rd</sup> party sectors ◊ training on offer to support groups ◊ Resident e-newsletter

- Accessibility

Website meets standards

Benefits – residents are encouraged to self serve and all applications are made online

Citizens Advice provide advice and guidance (corporate contract)

LWP - claims can be taken over the phone for those who do not self serve.

- Future Plans

Working with the front door theme to look at changes

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## Online digital offer

The main place for information, advice and guidance online is the main council website, supported by the Livewell Southend health and wellbeing website. For adults it is predominantly the main council site which is used, supported with summary information and links on Livewell Southend.

As a .gov website, the main council website gets priority in google algorithm search returns. We also use a specialist piece of search software on both the main site and Livewell Southend called Cludo, which makes relevant pages easy to find through a variety of keywords. Both websites adhere to WCAG2.2 (Web Content Accessibility Guidelines which defines how to make Web content more accessible to people with disabilities).

## Examples

### Housing advice

- <https://www.southend.gov.uk/housing>
- <https://www.livewellsouthend.com/housing>
- <https://www.livewellsouthend.com/directory/26/housing-services>

### Benefits advice

- <https://www.southend.gov.uk/benefits>
- <https://www.livewellsouthend.com/money-matters/benefits-advice>

### Adult and children social care

- <https://www.southend.gov.uk/social-care>
- <https://www.southend.gov.uk/childrens-social-care>
- <https://www.livewellsouthend.com/social-care>

### School transport

- <https://www.southend.gov.uk/help-costs/school-college-transport-assistance>
- <https://www.livewellsouthend.com/home-school-transport/home-school-transport-children-young-people-send>

IAG webpages are regularly signposted to through information campaigns. Digital channels used in these include social media platforms, newsletters through the GovDelivery platform and our staff intranet.

It is the responsibility of the respective departments to ensure information is correct and up to date – if any changes or additions are needed to information or presentation, departments email the web team at **webmaster@southend.gov.uk** to request these., or **livewell@southend.gov.uk** for the Livewell Southend website. Recently, the benefits advice pages were overhauled at the request of the team for example.

# Public Health

Commissioned Services	Provider	IAG Offer
Sexual Health Service – Education and Promotion	Brook	Education, advice and guidance on Sexual Health
Wellbeing Service (Healthy Lifestyles Service)	Everyone Health	Wellbeing interventions and services, healthy lifestyles and behaviour change

Note: Public Health manages the LiveWell Southend website which is a core part of the IAG offer (see digital slide)

## 58 Accessibility

- Services can be accessed by Telephone, Online, Face to Face. There are no current accessibility concerns. The Brook Service operates over weekends. The Wellbeing Service is available Mon-Fri 08.30 to 19.00 and Saturdays 10.00 to 14.00 six days a week.

## Areas for Improvement

- We are out to tender for a new Healthy Lifestyles service, due to start on 1<sup>st</sup> September 2024. This new service will continue deliver IAG where needed to residents (based on key lifestyle factors and wider social determinants of health), as well as new requirements based on a review of the existing service.

# Stop Smoking Service and NHS Checks

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Commissioned services	Provider	IAG Offer
Stop Smoking Service	General Practice (x 29 ) Community Pharmacy (x 10) Vape Shops (x 4)	Behavioural support, information, and medication or vape kit
Accessibility	The Stop Smoking Service has various access options via the different Providers and self-referral on the Council website . IAG can also be accessed via Livewell  No issue with access has been brought to our attention	
Areas for improvement	The Stop Smoking Service will be an embedded and integral addition to the Healthy Lifestyles service providing residents with an improved IAG offer. The Healthy Lifestyle service is out to tender for a new Healthy Lifestyles service, due to start on 1st September 2024.	

Commissioned Services	Provider	IAG offer
NHS Health Checks	GPs  Everyone Health – offer support to GPs as part of their wellbeing service and undertake outreach to ‘ hard to reach’ and vulnerable residents.	Identifying the eligible population group and offering a complete NHS Health Check in person , virtually .  Ensuring a complete NHS Health Check and follow-up for those who accept the offer
Accessibility	The national letter template is used to invite eligible people for a NHS check Opportunistic offer of the NHS Health Check in form of outreach to workplaces , local faith centres, wellbeing festivals etc. Promotion on social media Due to digital poverty the Cost-of-Living booklet has information on NHS Health Checks	
Areas for improvement	Seek to maximise uptake and accessibility in the areas of high deprivation and as guided by Office of Health Improvement & Disparities (OHID)	

# Health Protection Services and Live well

## Health Protection

There is currently no Health Protection specific IAG service, funded/commissioned by PH that is public facing. All got stepped down post COVID

For Health Protection messaging on flu, immunisation etc, depending on the age group or setting, we use :

- Livewell site
- Communications team for Social Media a
- School Learning Network
- Early Years Networks
- ASC Team via the Provider Hub and news letters.

## Livewell

Overall, Livewell Southend is the 'go to IAG' digital portal for all Public Health commissioned or funded services, that are public facing.

It has information and advice on and links on :

- how to stay well, as well as links and contact details for people who can help.
- services that can provide support for children and adults
- information, advice and guidance on local services and support for children and young people with special educational needs and disabilities (SEND)
- There are relevant links on Livewell Southend, including links to prevention and early intervention services such as Cancer screening, NHS Health checks, Stop smoking
- As a .gov website, the main council website gets priority in google algorithm search returns. We also use a specialist piece of search software on both the main site and Livewell Southend called Cludo, which makes relevant pages easy to find through a variety of keywords.
- Both websites adhere to WCAG2.2 (Web Content Accessibility Guidelines which defines how to make Web content more accessible to people with disabilities).

<b>Meeting:</b>	Place Scrutiny Committee People Scrutiny Committee Policy & Resources Scrutiny Committee
<b>Date:</b>	12 February 2024 14 February 2024 15 February 2024
<b>Classification:</b>	Part 1
<b>Key Decision:</b>	No
<b>Title of Report:</b>	<b>Outside Bodies Task and Finish Group – Final Report and Recommendations</b>
<b>Executive Director:</b>	Claire Shuter, Executive Director of Strategy and Change
<b>Report Author:</b>	Stephanie Cox, Principal Democratic Services Officer
<b>Executive Councillor:</b>	Councillor James Moyies, Cabinet Member for Public Health, Adult Social Care & Constitutional Affairs

## 1. Executive Summary

To present the final report and recommendations of the Outside Bodies Task and Finish Group.

## 2. Recommendations

**That the report and recommendations arising from the Outside Bodies Task and Finish Group, as detailed in Section 6 of the attached report, be agreed.**

## 3. Background

3.1 The Scrutiny Chairs Forum met on 27 June 2023. The Membership of this forum is constituted from the Chairs and Vice-Chairs of each of the Council's three scrutiny committees.

3.2 At this meeting the membership and representation on Outside Bodies was identified as a potential topic for review, subject to agreement by Scrutiny Committees. The Place, People and Policy and Resources Scrutiny Committees agreed to establish the Outside Bodies Task and Finish Group at the meetings held in July 2023.

## 4. Reasons for Decisions

4.1 The Task and Finish Group reviewed all outside bodies to which Members were appointed to in the 2023/24 municipal year and looked at improving the method for reporting back on Outside Bodies to ensure they are adding value to Southend-on-Sea City Council.

4.2 Specifically the review and recommendations, had the following aims:-

- To identify which appointments continue to be beneficial.
- To identify which appointments may no longer be required, for example if the Outside Body is now defunct and no longer functioning.
- To identify any Outside Bodies which may need a different number of representatives.
- To identify any new bodies which may benefit from Member representation.
- To improve contact and relationships with Outside Bodies and strengthen internal processes, for example how Outside Bodies will be notified when new appointments are made.
- To deepen understanding of the work of each Outside Body and the capacity in which they would like Members appointed, for example a decision-making capacity (member of management committee, board of directors, committee of trustees) or in an 'observer' capacity undertaking a monitoring role.
- To investigate ways by which all appointed Members can provide regular feedback to the Council on the work of their Outside Bodies.

4.3 All 58 Outside Bodies that the Council currently appoints to were surveyed. Following the results of the review it is proposed that:

- 21 Outside Bodies to cease appointments to from 2024/25.
- 47 Outside Bodies proposed to appoint to from the municipal year 2024/25.

4.4 There were a number of recommendations arising from the review which are set out in section 6 of the final report (attached at appendix 1). These have been agreed by the Task and Finish Group Members.

4.5 The Committee is recommended to endorse the recommendations from the Outside Bodies Task and Finish Group, for agreement by Council.

4.6 The report and recommendations arising from the completion of the In-Depth Scrutiny Project will be presented to the Committee by Councillor C Mulroney, as Chair of the Outside Bodies Task and Finish Group.

## **5. Other Options**

Not applicable

## **6. Financial Implications**

As described in the report of the Outside Bodies Task and Finish Group (section 4.1).

## 7. Legal Implications

Statutory Powers – Local Government Act 1972.

## 8. Policy Context

8.1 It is important that Council is represented on Outside Bodies which may have a direct or indirect influence on Council decision making.

## 9. Carbon Impact

It is important to ensure that the most effective use of member time and reduce the need to travel and ensure the capabilities of Outside Bodies to minimise these in both their interests and the environment.

## 10. Equalities

It is important that when representing the Council members have the right expertise and knowledge for the particular role.

## 11. Consultation

All 58 Outside Bodies that the Council current appoints to were surveyed, using a combination of letters, emails and telephone calls. A good level of response was received, however there were some organisations for which little or no information could be obtained.

All Elected Members were consulted during this process, alongside the Corporate Management Team.

## 12. Appendices

**Appendix 1:** Final report of the Outside Bodies Task and Finish Group – Outside Bodies Review 2023

## 13. Report Authorisation

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	01/02/24
Monitoring Officer	Kim Sawyer	31/01/24
Executive Director(s)	Claire Shuter	30/01/24
Relevant Cabinet Member(s)	Councillor J Moyies	29/01/24

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# Outside Bodies' Review 2023

To review all Outside Bodies on which members sit and to look at improving the method for reporting back to Council.

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## Chair's Foreword

If, like me, you have in the past been appointed to an Outside Body but have had very little interaction with them, despite approaches, or felt ill prepared for the role, I hope this review will assist in future to ensure we get the best results for the Council and the Outside Body from the appointments we make.

It is important that the Council is not isolated from all the various groups and organisations that make up the life of, not just the City, but the region and indeed the country, where we can play a part.

At the forefront of our minds when working with these organisations should be the enhancement of our knowledge, input and interaction in order to provide benefit to our residents, businesses and visitors. Unless we are observers, we should play as active a part as possible, within the bounds of our Council remit, and make sure that our fellow councillors are kept informed and notified, particularly if something affects their ward.

The regime which is contained in this document and its attachments will go a long way to assist in improving our systems and knowledge and the discipline of being responsive at all times to bodies of which we form part.

This has been a mammoth task and I would like to thank Stephanie Cox for the time and effort she has put in in contacting and chasing people for information, consulting other councils and putting together a package for us to consider. It was no mean feat.

I hope once the final decision is taken the Council can move forward in these partnerships with the right people in place using their knowledge and expertise and furthering the cause of working with others for the benefit of all.



**Councillor Carole Mulroney**  
**Chair of Outside Bodies' Task and Finish Group**

## 1. Introduction

The Outside Bodies' Task and Finish Review was suggested as a potential topic by the Scrutiny Chairs Forum. The membership of this forum is constituted from the Chairs and Vice-Chairs of each of the Council's three scrutiny committees.

It had been recognised by Councillors that, when appointed to some Outside Bodies at Appointments Council, they did not receive any meeting invitations or contact from the Outside Body. There were also no formal reporting mechanisms in place for Councillors sitting on these bodies to report back to other Councillors.

This highlighted the need to conduct a review of current processes, procedures and representation, to improve our communication and engagement with the Outside Bodies and strengthen our partnership working going forward.

The Council has a strong commitment to partnership working with many bodies and this work takes many forms. The Council may give financial or other support to an organisation, or it may commission services, or be a partnership based on a dialogue and consultation.

Outside Body representation serves many purposes, including the following:

- Enabling the Council to contribute to, and influence, the decision making of an organisation.
- Enabling the organisation to have direct information about Council policy and practice.
- Providing, through particular appointees, a local perspective.
- Satisfying a legal requirement for the Council to serve on the body.
- Providing an essential lead focus on behalf of the Council.
- Facilitate the objectives of the Council.

In July 2023 each of the Council's three Scrutiny Committees agreed the cross-cutting Outside Bodies' Task and Finish Group to be established, in accordance with proportionality allocations.

## 2. Scope

### Purpose of the Review

To review all Outside Bodies on which Councillors sit and to look at improving the method for reporting back to Council.

### Aims

- To identify which appointments continue to be beneficial.
- To identify which appointments may no longer be required, for example if the Outside Body is now defunct and no longer functioning.
- To identify any Outside Bodies which may need a different number of representatives.
- To identify any new bodies which may benefit from Councillor representation.

- To improve contact and relationships with Outside Bodies to and strengthen internal processes, for example how Outside Bodies will be notified when new appointments are made.
- To deepen understanding of the work of each Outside Body and the capacity in which they would like Councillors appointed, for example a decision-making capacity (member of management committee, board of directors, committee of trustees) or in an 'observer' capacity undertaking a monitoring role.
- To investigate ways by which all appointed Councillors can provide regular feedback to the Council on the work of their Outside Bodies.

## Methodology

Group Leaders were asked to submit their nominations to the Task and Finish Group, in accordance with proportionality allocations. The Leader of the Council confirmed that the Conservative Group would offer two of their allocated seats to non-aligned Councillors to ensure representation across the Council. As a result, the Members of this Task and Finish Group were:

**Councillor C Mulrone (Chair)**

**Councillor S Aylen**

**Councillor M Borton**

**Councillor T Cowdrey**

**Councillor A Jones**

**Councillor D Richardson**

**Councillor M Terry**

The Task and Finish Group met on two occasions; to agree a way forward and the surveys to be sent to Councillors and Outside Bodies, to look at what other comparable Council's did and to discuss the final recommendations.

The Group agreed the following approach:

### Desktop Research:

To look at other Councils and how they dealt with Outside Bodies and their reporting mechanisms.

### Survey to Outside Bodies:

A questionnaire was agreed by the Group with the aims of:

- updating contact details held on file;
- confirming whether the Outside Body was still in existence;
- confirming the capacity of the role required (trustee, director, committee member and voting status); and
- confirming the time commitment required of the Councillor and meeting patterns (to ensure that appropriate appointments are made in future).

### Survey to Councillors:

A survey was agreed and circulated to all Councillors to seek their views on the Outside Bodies they were representing (or had previously represented).

A Councillor 'drop-in' session was also held by Stephanie Cox (Principal Democratic Services Officer). Councillors were encouraged to contact Democratic Services by whichever method was easiest, whether through phone, email or in person.

### Director Information Gathering:

The Council's Corporate Management Team (CLT) was contacted to help identify whether the current list of Outside Bodies was up-to-date, and importantly, to highlight whether there were any new organisations of which Councillors should have oversight.

During the review process Councillors had highlighted that whilst it was likely some organisations were now defunct, there were also likely to be other organisations that Councillors should be appointed to in order for the Council to have effective oversight.

## 3. Findings

### 3.1 Desktop Research

From the evidence they have received as part of this review, Councillors have noted that the issue of appointments to Outside Bodies is something that many authorities have reviewed over recent years.

Information, reviews and reports were obtained from Coventry City, Cumbria County, Dorset, Eden District, Essex County, East Cambridgeshire District, East Staffordshire Borough, South Hams District and Stroud District Councils.

All of these authorities had undertaken similar reviews and adopted comparable approaches and this information helped to gain an overview of the national picture regarding engagement with, and attendance at, Outside Bodies.

This work highlighted that Southend-on-Sea was not alone in some of the challenges faced by making appointments to Outside Bodies and monitoring the impact of this work.

Councillors felt that there was a need to report back on a regular basis, to enable the Council as a whole to be aware of any important issues discussed and to have transparency over what Elected Members were doing. Reporting forms had been produced by other local authorities and a similar form has been produced for Southend-on-Sea City Council, please see **Appendix 3**.

### 3.2 Responses from Outside Bodies

All 58 Outside Bodies that the Council currently appoints to were surveyed, using a combination of letters, emails and telephone calls.

A good level of response was received, however there were some organisations for which little or no information could be obtained. In these circumstances the nominated Councillors for both the 2022-23 and 2023-2024 years were contacted to ask if they could provide any feedback or knowledge, and then a judgement taken based on what was found.

The survey results were collated and a Red, Amber, Green status applied with those highlighted as:

- Red: being non-operational and appointment no longer required.
- Amber: unsure whether the appointment should continue based on response received or in some cases no responses or feedback could be obtained.

- Green: those organisations that were active, received funding from the Council or positive feedback received from the Outside Body and/or Councillors.

The Task and Finish Group reviewed this feedback in conjunction with the contributions from Councillors and compiled a list of those which the Council should continue to appoint going forward, please see **Appendix 2**.

A list of those which it was felt the Council should not continue to appoint to is set out in **Appendix 1**, along with an explanation as to why.

### 3.3 Feedback from Councillors

The Group consulted with each representative on an Outside Body (both current and historic) by asking them to complete a questionnaire. The evidence received was used to determine if appointments should continue to be made, only appointing representatives to those Bodies where it adds real value to the Council, Body or Community to do so.

Through this process a number of questions have been raised as to the reason for the City Council engagement with some of the Bodies concerned and the value that both the Body and the Council gains from representation.

It was apparent from responses that a significant number of Outside Bodies had not met, some for considerable time (over 2+ years). Further communication with Outside Bodies was undertaken to try to identify if this was a result of communication breakdown (Councillors not being invited to meetings or the Outside Body not aware of changes to appointments) or whether this was because such organisations were now non-operational.

It was regularly reported by Councillors that no contact had been made from a representative from the Outside Body they were appointed to, and in some cases the Councillor themselves had been contacted by a third-party organisation asking for information on a body – as a result of seeing the Councillor's name listed on the Southend City Council website.

It was also evident that there was also a mixed approach when appointments had been made. Some Councillors had been proactive and contacted the Outside Bodies that they had been appointed to introduce themselves (and received no response), whilst other organisations had contacted the Councillors direct to ask for information and in some cases had not received the information that they required.

The review highlighted that in some instances, following appointments at Council, particular organisations needed additional forms to be completed to satisfy the Outside Body's own governance processes (in accordance with their Terms of Reference) and Councillor photographs for their websites supplied.

As a result, the Task and Finish Group concluded that the appointments process needed to be standardised and managed by Democratic Services. A process was agreed at **Appendix 4** which would ensure effective communication going forward.

A common theme from responses was that Councillors felt that appointments to Outside Bodies should be made based on the best 'fit' for the role, with Councillors' interests, skills, experience and knowledge taken into consideration when making appointments.

A summary of anonymised Councillor comments is set out below:

- Lack of clarity regarding the objectives of some of the Outside Bodies.
- Concern that there were “meetings for meetings sake” a lot of the time.
- Disappointment that there was no formal feedback or reporting process from Councillors, so the Council was unaware of any good work that may have been undertaken or issues that affected certain wards.
- That there currently was not a way of monitoring Councillor attendance (or lack thereof) on Outside Bodies.
- That appointments to Outside Bodies should largely come from ‘opposition’ or ‘back-bench’ Councillors, given that Cabinet Members already have significant commitments in their Executive functions, responsibilities and mandatory appointments to a variety of Outside Bodies.
- Whether gender balance could be considered on some panels, (such as school appeals) so that they were not male dominated. It was recognised that the school appeal panel was not an outside body, but the comments received were noted.

In addition, there were specific comments raised in relation to the following:

- **London Southend Airport Consultative Committee**  
Some Members felt that representatives appointed to this Outside Body should be from wards primarily affected by the airport (e.g. Ward Councillors whose residents were living under the flight path). It was also felt that this Committee had too many members with Leigh Town Council representatives and Rochford Board of Trade, but not Southend Chamber of Commerce. However, it should be noted that the number of committee members – and where and how these are appointed – are outside of the scope of this review and are for determination by the Consultative Committee.
- **Southend Boys and Southend Girls Choir Trust**  
The Trust was removed from the Outside Bodies list in May 2023. The trust no longer receives funding from the Council; however, it has advised that it would like to have a Councillor representative and it was agreed by the Task and Finish Group to add this back to the list.

During the review, some Councillors suggested other organisations that the Council could look to appoint to in future. It was agreed that these organisations should be added to the appointments list. These are set out in **Table 1**.

**Table 1**

Organisation	Purpose
Southend SEND Independent Forum	Commissioned group, independent of the Council, made up of volunteers, who are responsible for representing the voice of parents and carers of children with SEND. Quarterly meeting with portfolio holder and shadow portfolio holder has been suggested.
SEND Strategic Partnership Board	To consider whether an Elected Member should be appointed to this Board to



	ensure a line of communication to members as Corporate Parents.
Southchurch Hall Inspirational Parkers (S.H.I.P)	During the review this organisation contacted the Council to ask if they could have a Councillor representative to act as a 'Heritage Councillor' to oversee both the protection and raise awareness of heritage in the City.

### 3.4 Director Information Gathering

Following consultation with CLT, the following was identified:

- Opportunity South Essex and SELEP end on 31 March 2024 and should be deleted.
- PSP Southend LLP – no Councillors appointed, and the partnership is being dissolved - to delete.
- Southend Business and Community Charter – Charter Committee – Executive Director and appointed Councillor are not aware of any such organisation - delete.
- Essex Leaders and Chief Executives (ELCE) which is attended, as you would expect, by the Leader and CEx (or their subs). This is a slightly different name to that on the appointments list and should be amended.
- Transport East – attended by Portfolio Holder for Highways, Transport and Parking and Director of Infrastructure and Environment.
- Southend Local Bus Forum – Attended by Portfolio Holder for Highways, Transport and Parking and the main opposition group shadow councillor.
- Southend Strategic Business Partnership (Essex Chambers of Commerce) – Attended by Leader and Portfolio Holder for Economic Growth and Investment (not as formal board members)
- Local Government Association General Assembly appointments to continue in the same way, however it is proposed the LGA sub-groups, panels, special interest groups or commissions be removed from the main list and determined by the Leader/Cabinet under Cabinet appointments (currently they are Cabinet Member appointments).
- Key Cities Board – Executive Director in consultation with the Leader has agreed to withdraw from this organisation.
- British Destinations – recommended to withdraw.
- North Sea Commission – involvement to cease from 2024/25.
- Southend CITY Business Improvement District (BID) and Southend Tourism Partnership are critical to growth strategy and appointments should continue to be made.
- LGA sub-groups, special interest groups or commissions (under the LGA umbrella) – it is recommended that these should be nominated to by the Leader, as all are Cabinet Member positions. Local Government General Assembly appointments to continue in normal way, as applies to whole Council.
- Southend Boys and Southend Girls Choir Trust – it was felt that the Mayor should act as the Council representative.

## 4. Other issues

### 4.1 Cost implications

Given the Council's challenging financial situation, Councillors were also keen to ensure that any work with Outside Bodies was cost effective and delivering any cost savings where possible. In relation to this Councillors queried:

- whether the Council was incurring any costs in relation to travel or hotel expenses;
- The need to review any membership or subscription fees as a potential to deliver savings, although this is not the focus of the review; and
- where organisations were receiving grant funding from the Council, that Members were being appointed to these outside bodies and regularly attending meetings.

The Task and Finish Group is keen to highlight that although the focus of the review has not been the financial implications of engagement with Outside Bodies, this has been considered as part of this work.

There has been no evidence from Councillors, Directors or Outside Bodies themselves that any considerable travel expenses have been incurred from any appointments made. Councillors have reported that if there have been any travel expenses these have been nominal (such as parking charges), and no claims have been made to the local authority for hotel rooms or significant travel fares. The majority of Outside Bodies are local and based in the City, with some in the wider Essex locality. There are some regional bodies that may meet in London once a year, and others which meet quarterly, however with increasing hybrid ways of working more of these organisations appear to be meeting virtually.

The Kent and Essex Inshore Fisheries and Conservation Authority was identified as one organisation that may incur travel or hotel fees; however, no claims have been submitted to the Council and it is our understanding that any cost(s) have been reimbursed by the Outside Body directly.

During the review process a Councillor expressed concern that Councillors may be being paid additional monies to represent Outside Bodies, and as a result these appointments were more lucrative. No evidence of Councillors being paid additional sums to sit on any of the Outside Bodies listed has been found.

As part of the work undertaken, the Group looked at whether the authority was paying any subscription or membership fees to Outside Bodies – and whether the Councillors appointed to these found the work beneficial. This was one area that could potentially deliver cost savings.

### 4.2 Reporting Mechanisms

Feedback from Councillors highlights there is a need to put in place reporting mechanisms to allow feedback to the whole Council. This process needs to be simple and effective so as not to create a disproportionate amount of work for those Councillors attending Outside Body meetings.

The roles undertaken by Councillors across outside bodies vary and maybe relevant to the whole Council Membership, fellow Ward Members or Members in a more place-based setting.

Members are asked to consider the most appropriate way to feedback relevant information to other Councillors on the work being undertaken by the outside body they sit on. This may differ depending on whether the outside body is specific to a particular ward/local area, has a wider place-based remit such as Citywide or Essex County/Regional wide.

Some suggested ways to feedback are set out below:

- Email updates – representatives should forward Democratic Services any email updates from the outside body, for forwarding to all Councillors on a monthly update (or quarterly as appropriate).
- Through Councillor's own informal networks.
- Member briefings where a wider dissemination of information and knowledge is desirable.
- An 'Annual Feedback' form. Councillors are required to submit an 'end-of-year' report.

Councillors appointed as a representative to an outside body would be expected in future to feedback using a combination of these methods, with a minimum expectation of completing and 'Annual Feedback' form at the end of each municipal year. This would also assist with keeping the appointment list up-to-date as part of an annual 'light-touch' review.

### **4.3 Change of representation**

As part of the review, it was evident that there needed to be an agreed process to manage any change of representation.

Any Outside Body is free to request an alternate Council representative on the understanding the replacement will be chosen by the Council, not by the Outside Body. Repeated non-attendance at meetings without good reasons offers valid grounds for an Outside Body to request an alternate Council representative.

An Outside Body is also free to inform the Council at any time that Council representation is no longer required (if its Constitution allows it to do so). Requests must be made in writing to Democratic Services.

If a Councillor wishes to stand down from their role, they should first inform Democratic Services who will then contact the Outside Body and make other necessary arrangements.

## **5. Conclusion**

By undertaking this review, the Task and Finish Group have gained a much broader understanding of the levels of commitment required and produced a refreshed and more accurate central database of outside bodies.

Although it is suggested that it may be appropriate to reduce the levels of Council engagement with Outside Bodies, continuing to appoint representatives where it adds

real value to do so, the Task and Finish Group is aware that in their own private capacity many Members decide to take part in or sit on a range of Bodies for personal interest or as part of their ward work.

In these circumstances, the Group is keen that this local work and interest continues but wishes to highlight that Councillors need to ensure that they are clear in advising these Bodies when they are not serving on them as a representative of the City Council and its views.

The Group also wishes to take this opportunity to highlight the value that is gained from partnership working, and the need to develop and foster strong relationships both on an individual and at an organisational level, as many of the Council's priorities cannot be delivered alone, rather they are as a result of close working between a number of organisations.

The following recommendations have been developed as a result of the Task and Finish Group's review.

## **6. Recommendations**

**The Outside Bodies Task and Finish Group recommend:**

- 1. That with effect from the commencement of the municipal year 2024/25, Southend City Council no longer appoint representatives to the outside bodies tabled in Appendix 1.**
- 2. That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council appoint representatives to the Outside Bodies tabled in Appendix 2.**
- 3. That the number of Outside Bodies to which the Council currently appoints Councillor representatives is regularly reviewed using an appropriate set of criteria for establishing whether Councillor representation is appropriate. An annual 'light-touch' review should be undertaken each year by Democratic Services and Executive Directors, with a more detailed review to be undertaken in consultation with Councillors every 4 years (or as appropriate). The criteria to which appointments should be made to an Outside Body are where:**
  - a) The authority has a statutory duty to be involved.**
  - b) It is essential to the work of the Council and delivery of its service area.**
  - c) Cabinet Members / Councillors are required to attend because of their specific role in the Council.**
  - d) The Outside Body / City Council would derive a significant benefit from the engagement of a Councillor.**
- 4. That consideration be given to appointing Councillors according to their knowledge and expertise of a subject.**
- 5. That all Councillors who are appointed to Outside Bodies will be expected to provide a monthly update (if appropriate) and an annual report to feedback any key points from their attendance on the Outside Bodies (reporting**

template attached at Appendix 3).

6. That Democratic Services support Councillors appointed to Outside Bodies by Council or Cabinet, in accordance with the process set out at Appendix 4.
7. As part of the induction process Councillors are supported in developing an understanding of their role and responsibilities regarding participation on Outside Bodies and provided with appropriate guidance. Role Profile attached at Appendix 5.
8. That an Outside Body is free to request an alternate Council representative on the understanding that the replacement will be chosen by Council, not the outside body (for example, repeated non-attendance at meetings without good reasons offers valid grounds for an Outside Body to request an alternate Council representative).
9. An Outside Body is free to inform the Council at any time that Council representation is no longer required (if its Constitution allows it to do so).
10. That for ease of reference, Cabinet Member only appointments be separated (if possible) from the main Outside Bodies appointee list but circulated for information only.
11. That nominations to Local Government Association sub-groups, special interest groups or commissions be determined by the Leader of the Council (as Cabinet Member appointments).
12. That officer only memberships should be removed from the Outside Bodies appointment list, as this is dealt with under a separate process.

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**Appendix 1: Appointments to cease.**

**That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council no longer appoint representatives to the outside bodies tabled.**

No.	Title	Group	Number of appointments	Notes
1	<b>1312 (Southend-on-Sea) Squadron Air Training Corps: Civilian Welfare Committee</b>	Other Body	1 x Councillor	No response from organisation and no Councillor attendance for 2+ years. Proposed to withdraw.
2	<b>Active Southend</b>	Other Body	4 x Councillors, 1 x Officer	No meetings take place. Proposed to withdraw.
3	<b>British Destinations</b>	National body operates in the manner of a trade association	1x Councillor, 1 x Substitute	Following consultation with Executive Directors, propose withdrawal.
4	<b>Disabled Information Advice Line Southend</b>	Other Body	1 x Councillor	Dial Southend – ceased operation in March 2018. To delete.
5	<b>Essex &amp; Southend Member Joint Project Board (Waste)</b>	Wider Essex Body	3 x Councillors	Task Group recommend deletion as it is understood to be an inactive subgroup of Essex Waste Partnership.
6	<b>Essex Outward Bound Association</b>	Other Body	1 x Councillor	Defunct organisation, to delete.
7	<b>Essex Waste Partnership - Inter Authority Member Working Group</b>	Wider Essex Body	1 x Councillor, 1 x Substitute	Task Group recommend deletion as it is understood to be an inactive subgroup of Essex Waste Partnership.
8	<b>Key Cities</b>	Other Regional Body	1 x Councillor, 1 x Substitute	Executive Director has advised that Southend will be withdrawing, to remove from the list.
9	<b>Leigh Port Partnership</b>	Other Body	1 x Councillor	This is not a Board membership position. No meetings involving the last 2 appointed Councillors have taken place. Proposed for

**Appendix 1: Appointments to cease.**

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				withdrawal and suggested that organisation to invite Councillors as and when appropriate.
11	<b>National Association of Councillors</b>	Other Regional Body		Proposed to withdraw.
12	<b>North Sea Commission</b>			Proposed to withdraw for new municipal year.
13	<b>Opportunity South Essex</b>	SELEP Body	1x Councillor, 1 x Substitute, 1 x Officer	This organisation will come to an end on 31 March 2024 so will not need re-electing.
14	<b>PSP Southend LLP</b>	Joint Venture	3 x Councillors	This partnership is being dissolved and so should be deleted.
15	<b>SOS Domestic Abuse Project</b>	Other Body	2 x Councillors	Organisation ceased trading in 2019. To delete.
16	<b>South East Local Enterprise Partnership (SELEP)</b>	SELEP Body	1x Councillor, 1 x Substitute, 1 x Officer, 1 x Officer Substitute	This organisation will come to an end on 31 March 2024 so will not need re-electing.
17	<b>South Essex Relate Executive Committee</b>	Other Body	1 x Councillor	No evidence this has been meeting – understood to be defunct and proposed to delete.
18	<b>Southend Business and Community Charter - Charter Committee</b>	Other Body	1 x Councillor	Executive Director and Cabinet Member advised that this is not in existence.
19	<b>Southend-on-Sea Access Group</b>	Other Body	2 x Councillors	Defunct. Relates to a policy which has been superseded. To delete.



**Appendix 1: Appointments to cease.**

**That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council no longer appoint representatives to the outside bodies tabled.**

20	<b>Southend-on-Sea Compact Action Group</b>	Other Body	5 x Councillors	Defunct. Relates to a policy which has been superseded. To delete.
21	<b>Thames Gateway South Essex Transport Board</b>	Thames Gateway	1 x Councillor, 1 x Substitute	No longer in operation. To delete.

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**Appendix 2: Outside Bodies to appoint.**

That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council appoint representatives to the Outside Bodies tabled.

No.	Title	Group	Number of appointments	Notes
1	<b>A Better Start Southend Partnership Board</b>	Partner Organisation	1 x Councillor, 4 x Officers	Active and Cabinet Member confirmed that they have been attending meetings.
2	<b>Age Concern</b>	Other Body	1 x Councillor	Active and response received.
3	<b>Anglian Eastern Regional Flood Coastal Committee</b>	Other Regional Body	1 x Councillor	Active, Cabinet Member appointment.
4	<b>Chair of Audit Committees Forum - Eastern Region</b>	Regional Body	1 x Councillor	Active and meets regularly.
5	<b>Citizens Advice</b>	Other Body	1 x Councillor	Councillor feedback received. Active and meets regularly.
6	<b>East of England LGA Local Government Employers Panel</b>	LGA Body	2 x Councillors	This is one of the various sub-groups of LGA (all of which are Cabinet Member appointments).  For ease of reference, it is proposed that all LGA subgroups (Cabinet Member only appointments) are for determination by the Leader.
7	<b>East of England Local Government Association</b>	LGA Body	1x Councillor, 1 x Substitute	As above, for determination by the Leader
8	<b>East of England Strategic Authority Leaders Group</b>	East of England Body	1x Councillor, 1 x Substitute, 1 x Officer	As above, for determination by the Leader.
9	<b>Essex Waste Partnership Board</b>	Wider Essex Body	1 x Councillor	Active and response received. Usually meets 2/3 times per year.

**Appendix 2: Outside Bodies to appoint.**

**That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council appoint representatives to the Outside Bodies tabled.**

10	<b>Essex Chief Executive Leaders' Group – rename to Essex Leaders and Chief Executives (ELCE)</b>	Wider Essex Body	1x Councillor, 1 x Substitute, 1 x Officer	Advised that this body has different name to that listed.
11	<b>Essex Heritage Trust</b>	Other Body	1 x Councillor	Response received, active. Annual meeting held once a year. Trustees meet 3 times a year.
12	<b>Essex Partnership University NHS Foundation Trust (EPUT)</b>	NHS Body	1 x Councillor	Held by Cabinet Member. 4 x Council of Governors Meetings, 1 x AMM meeting per year + any other activities.
13	<b>Essex Pension Fund Strategy Board</b>	Wider Essex Body	1 x Councillor	Feedback received – active.
14	<b>Essex Police, Fire and Crime Panel</b>	Wider Essex Body	1 x Councillor	5-6 formal panel meetings per year. Held in person at County Hall, Chelmsford. Prior to each panel meet is a pre-meeting held on MS Teams. There are two sub-committees which some Panel Members are appointed to and a number of working groups, workshops and an induction session.
15	<b>Homeless Action Resource Project (HARP)</b>	Other body	1 x Councillor	To continue.
16	<b>Jazz Centre UK</b>	Other Body	1 x Councillor	Active.
17	<b>Kent &amp; Essex Inshore Fisheries and Conservation Authority</b>	Other Regional Body	1 x Councillor	4 meetings per year, normally 4 hours each. Meetings are in the day time - January, May, September and November.  SCC member currently holds the position of Chair.
18	<b>Local Government Association Coastal Issues Interest Group</b>  <i>Rename to:</i>	LGA body	1 x Councillor, 1 x Officer	Amend title to LGA Coast Special Interest Group. This is one of the various sub-groups of LGA (all of which are currently held by Cabinet Members).

**Appendix 2: Outside Bodies to appoint.**

**That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council appoint representatives to the Outside Bodies tabled.**

	<b><i>LGA Coast Special Interest Group (SIG)</i></b>			For ease of reference, it is proposed that all LGA subgroups (Cabinet Member only appointments) are for determination by the Leader.
19	<b>Local Government Association General Assembly</b>	LGA Body	4 x Councillors	The Leader of the Council must be one of the appointed Members.
20	<b>Local Government Association Urban Commission</b>	LGA Body	1 x Councillor, 1 x Officer	For ease of reference, it is proposed that all LGA subgroups (Cabinet Member only appointments) are for determination by the Leader.
21	<b>London Southend Airport Consultative Committee</b>	Partner Organisation	4 x Councillors, 2 x Officers	Meets each quarter. 4 meetings per year, 2 hours per meeting held between 2pm-4pm.  Meeting dates and reports available on the website.  Cllr has provided feedback and that the meetings are beneficial.
22	<b>Mid and South Essex Integrated Care Partnership</b>			Cabinet Member is currently the Vice-Chair.
23	<b>PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee</b>	Other Body	1 x Councillor	Statutory body. Requires appointment.
24	<b>Safe Steps</b>	SCC Commissioned Provider	1 x Councillor	Active, response received.

**Appendix 2: Outside Bodies to appoint.**

That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council appoint representatives to the Outside Bodies tabled.

25	<b>South Essex Advocacy Services (SEAS)</b>	Other Body	1 x Councillor	Active and response received. Updated contact details.
26	<b>South Essex Alliance of Landlords and Residents (SEAL)</b>	Other Body	1 x Councillor	Active and Councillor response received.
27	<b>South Essex Councils</b>	Regional body	1 x Councillor, 1 x Substitute	Active and meets regularly. Meeting minutes are regularly received by Policy & Resources Scrutiny Committee. Leader appointment.
28	<b>South Essex Homes Board</b>	Trading Company	3 x Councillors	To remain.
29	<b>Southend Association of Voluntary Services</b>	Other Body	1 x Councillor	To remain.
30	<b>Southend Boys and Southend Girls Choir Trust</b>	Other Body	1 x Councillor	This was removed from the Outside Bodies list at Appointments Council in May 2023. The Choirs' Trust have expressed that they would like to have a representative.
31	<b>Southend Business Improvement District Committee Southend</b>  <i>Rename: CITY Business Improvement District</i>	Partner Organisation	1 x Councillor	Active. Part of Growth Strategy.
32	<b>Southend Business Partnership Executive Committee</b>	Other Body	1 x Councillor	Active.
33	<b>Southend Community Safety Partnership Board</b>	Other Body	1 x Councillor	Meets quarterly.

**Appendix 2: Outside Bodies to appoint.**

That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council appoint representatives to the Outside Bodies tabled.

34	<b>Southend Education Board</b>	Partner Organisation	1 x Councillor	Active, Cabinet Member appointment.
35	<b>Southend-on-Sea Forum Management Ltd</b>	Joint Venture	2 x Councillors	Active.
36	<b>Southend Pier Museum Trust</b>	Other Body	1 x Councillor	Active and response received.
37	<b>Southend SEND Independent Forum (SSIF)</b>			<p>Cllr Cowdrey has identified this as a potential organisation to appoint to.</p> <p>This is a commissioned group, independent of the council, made up of volunteers, who are responsible for representing the voice of parents and career of children with SEND. They would like to hold termly meetings with the portfolio holder and shadow portfolio holder to enable a two-way information sharing platform.</p>
38	<b>Southend Strategic Business Partnership (Essex Chambers of Commerce)</b>			Attended by Leader and Portfolio Holder for Economic Growth and Investment (not as formal board members)
39	<b>Southend Strategic Safeguarding Board - Adults</b>	Other Body	1 x Councillor	Active. Cabinet Member appointment.
40	<b>Southend Strategic Safeguarding Board - Children</b>	Other Body	1 x Councillor	Active
41	<b>Southend Tourism Partnership</b>	Other Body	1 x Councillor	Active. Details on website. Part of Growth Strategy.
42	<b>Southend University Hospital NHS Foundation Trust</b>	NHS Body	1 x Councillor	Active, meets approx. 7 times per year. Dates and minutes available on website. Cabinet Member appointment.

**Appendix 2: Outside Bodies to appoint.**

**That with effect from the commencement of the municipal year 2024/25, Southend-on-Sea City Council appoint representatives to the Outside Bodies tabled.**

43	<b>Southend SEND Strategic Partnership Board</b>	Partner Organisation	1 x Officer	Officer only membership. Remove from the appointment list, separate process.
44	<b>Southchurch Hall Inspirational Parkers (S.H.I.P)</b>			Purpose: As friends of SCC Parks we maintain and keep clean Southchurch Hall Gardens. We also keep safe and make the green historical grounds safe and inviting. We raise awareness of its historical value working alongside Essex Police we protect and raise awareness of heritage crime.
45	<b>Southend Local Bus Forum</b>			Attended by Portfolio Holder for Highways, Transport and Parking and the main opposition group Shadow Councillor.
46	<b>Southend Local Bus Board</b>			Portfolio Holder and Shadow Portfolio Holder sitting on the Board.
47	<b>Transport East</b>		2 x Councillor	Attended by Leader and Portfolio Holder for Economic Growth and Investment (not as formal board members)



# Members on Outside Bodies

## Annual Feedback Form 2023/24

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**Name of Councillor(s):**

**Name of Outside Body:**

**Number of meetings attended in 2023/24 and venue:**

Please state the total number of meetings you were invited, and how many of these you attended.

**Reporting activities undertaken in this municipal year, including type and where feedback given. Please include relevant documents if appropriate (e.g. reports and hyperlinks).**

**Were there any key risks to mitigate or actions needed by the Council in relation to this Outside Body during 2023/24**

Please explain how this was reported and any action taken.

**Do you have any comments or issues from the outside body representation to be carried forward into the next municipal year?**

**Were any expenses claimed:**

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## **Appointment to Outside Body Information Sheet**

### **What Happens Next**

On appointment to an outside body, the Democratic Services team will contact that outside body to update them of your appointment and pass on your contact details

Stephanie Cox, (Principal Democratic Services Officer) will provide assistance if further forms need to be supplied to the outside body for their own governance purposes, or if photographs are required for their own website.

### **Training and Support**

There are a range of roles undertaken by Councillors across outside bodies. If having spoken to a representative from the outside body you are appointed to, and you feel you would like further details, support, guidance or training, please do not hesitate to contact Democratic Services who will look at what provision can be put in place to support you in this role.

### **Feeding Back**

The roles undertaken by Councillors across outside bodies vary and may be relevant to whole Council Membership, fellow Ward Members or Members in a more place-based setting.

Members are asked to consider the most appropriate way to feedback relevant information to other Councillors on the work being undertaken by the outside body they sit on.

Some suggested ways to feedback are set out below:

- Email updates – representatives should forward Democratic Services any email updates from the outside body, for forwarding to all Councillors on a monthly or quarterly update, as appropriate.
- Through Councillors own informal networks
- Member briefings where a wider dissemination of information and knowledge is desirable.
- An 'Annual Feedback' form. Representatives are required to submit an 'end-of-year' report.

Councillors appointed as a representative to an outside body would be expected in future to feedback using a combination of these methods, with a minimum expectation of completing an 'Annual Feedback' form at the end of each municipal year. This would also assist with keeping the appointment list up-to-date as part of an annual 'light-touch' review.

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**Role Profile – Member Representatives on Outside Bodies**

A Member representative on an Outside Body is expected to:

1. make themselves aware of what the Outside Body expects from them. In so doing, a representative may seek information from the Outside Body in relation to its Constitution, Terms of Reference, accounts etc;
2. operate within the rules and/or Constitution of the Outside Body (NB Representatives will not disclose any information that is confidential to the Outside Body);
3. attend meetings of the Outside Body to which appointed;
4. report on the activities of the Outside Body; the impact of those activities on Southend-on-Sea City and Council Service Delivery in order to keep the Council informed (NB. the production of such reports will also allow the Council to evaluate the value and benefit of its continued membership);
5. take an active and informed role in the affairs of the Outside Body;
6. make independent personal judgements in line with their Duty of Care to the Outside Body. In so doing, to ensure that they are not representing the views and political position of their own political party;
7. make decisions that are in the best interests of the Outside Body. However, representatives should always ensure that their fellow Directors / Trustees are aware of the fact that they are Councillors;
8. inform local Ward Members when matters specifically relating to their local Ward(s) are to be discussed at a future Outside Body meeting; and
9. ensure that allocated Council funding (if any) is being used wisely and properly.

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**Meeting:** People Scrutiny Committee  
**Date:** 14 February 2024  
**Classification:** Part 1  
**Key Decision:** No  
**Title of Report:** Joint Health Overview and Scrutiny Arrangements – Terms of Reference

**Executive Director:** Claire Shuter, Executive Director of Strategy and Change  
**Report Author:** Stephanie Cox, Designated Scrutiny Officer  
**Executive Councillor:** Councillor James Moyies, Cabinet Member of Public Health, Adult Social Care and Constitutional Affairs

## 1. Executive Summary

- 1.1. The report sets out the framework for the working relationship between the Joint Health Overview and Scrutiny Committee that is proposed to be established by Essex County Council, Southend-on-Sea City Council and Thurrock Council (JHOSC) and the health scrutiny committees at each of those three local authorities (the local HOSCs) or a combination of these.
- 1.2. Please note that the establishment of a Joint HOSC and its Terms of Reference is subject to agreement by each of the three respective local authorities.
- 1.3. In the event that one local authority decides not to endorse the proposal to form a Joint HOSC, the other two parties may wish to continue to work together under a joint arrangement, with the basis for this set out in the same Terms of Reference, minus the non-participating authority.

## 2. Recommendations

**That the Terms of Reference of the Joint Health Overview and Scrutiny Committee be endorsed.**

## 3. Background

- 3.1. The Chair of the People Scrutiny Committee has been in a number of discussions with colleagues at Mid and South Essex ICB and counterparts at Essex and Thurrock with a view to looking at strengthening the process for scrutinising health matters and ensuring the process is more efficient. It was felt that in some circumstances, where health matters crossed local authority boundaries and significantly affected local populations of Southend, Essex and Thurrock that a joint scrutiny arrangement may be beneficial.

- 3.2. On 22 December 2023 the Executive Director of Strategy and Corporate Services at Mid and South Essex Integrated Care Board contacted Councillor Cowdrey as Chair of People Scrutiny Committee and requested support in working with Essex and Thurrock to make appropriate arrangements under section 30 (5) of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 for the relevant scrutiny functions to be exercised by a joint scrutiny panel.
- 3.3. This request was in relation the Mid and South Essex Integrated Care Board review of intermediate care and stroke rehabilitation inpatient services in community hospitals in MSE; freestanding midwife-led birthing services and ambulatory services provided at St Peter's Hospital in Maldon.
- 3.4. Discussions with HOSC Councillors at Thurrock and Essex have taken place as to how the three authorities can come together to scrutinise health matters which significantly affect all three local populations.
- 3.5. A meeting was held on 12 January 2024 with officer and Elected Member colleagues at Essex and Thurrock to discuss how ways of working may be strengthened by coming together to scrutinise health topics that cross local authority boundaries. The relevant Portfolio Holder, Chair and Vice-Chair of People Scrutiny and Designated Scrutiny Officer were present at this meeting.
- 3.6. Subsequently a Joint Terms of Reference was developed to act as a blueprint for any future joint panel meeting. The JHOSC is, therefore, not just for the purposes of the public consultation relating to community hospitals in MSE; but to form a basis on which to undertake any future joint scrutiny as and when is appropriate and required and set out the working arrangements for this.
- 3.7. Thurrock and Essex are currently considering their responses to the consultation and the proposal to form a Joint HOSC through their own respective governance processes.
- 3.8. If at any time one of the three proposed authorities chooses not to participate under a joint arrangement, it is suggested that the other two parties may want to continue to work together using the same Terms of Reference, minus the non-participating local authority.

#### **4. Reasons for Decisions**

- 4.1. To establish a framework for a joint committee to scrutinise health matters and proposals which may impact upon services provided across the Essex, Southend and Thurrock footprint.

#### **5. Other Options**

- 5.1. The health scrutiny role is within the remit of the People Scrutiny Committee. There is existing provision with the Councils Constitution at Part 3 Schedule 2 for a Joint HOSC.



## 6. Financial Implications

6.1. The proposal to form a JHOSC will be managed within existing resources.

## 7. Legal Implications

7.1. The establishment of a joint HOSC and its Terms of Reference should be read in conjunction with Southend's own constitutional arrangements at Part 3 Schedule 2, section 5.3 – the Terms of Reference of the People Scrutiny Committee.

7.2. The proposal to form a joint committee is in accordance with section 30 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

## 8. Policy Context

8.1 N/A

## 9. Carbon Impact

9.1. Minimal impact, however Councillors nominated to the Joint HOSC may be required to travel to offices outside of the Southend City area to attend Joint HOSC meetings.

## 10. Equalities

10.1. N/A

## 11. Consultation

11.1. Counterparts at Essex County and Thurrock have been consulted alongside colleagues at Mid and South Essex ICB.

## 12. Appendices

12.1. **Appendix 1:** Essex, Southend and Thurrock Joint Health Scrutiny Committee Terms of Reference.

## 13. Report Authorisation

This report has been approved for publication by:		
	Name:	Date:
S151 Officer	Joe Chesterton	06/02/24
Monitoring Officer	Kim Sawyer	05/02/24
Executive Director(s)	Claire Shuter	05/02/24
Relevant Cabinet Member(s)	Councillor James Moyies	05/02/24

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Essex, Southend, and Thurrock Joint Health Scrutiny Committee  
Terms of Reference

**1. Legislative basis**

- 1.1 The National Health Service Act 2006, as amended by the Health and Social Care Act 2012 and the Localism Act 2011 sets out the regulation-making powers of the Secretary of State in relation to health scrutiny. The relevant regulations are the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 which came into force on 1st April 2013.
- 1.2 Regulation 30 (1) states two or more local authorities may appoint a joint scrutiny committee and arrange for relevant health scrutiny functions in relation to any or all those authorities to be exercisable by the joint committee, subject to such terms and conditions as the authorities may consider appropriate.
- 1.3 Where an NHS body consults more than one local authority on a proposal for a substantial development of the health service or a substantial variation in the provision of such a service, those authorities are required to appoint a mandatory joint committee for the purposes of receiving the consultation. Only that joint committee may:
- make comments on the proposal to the NHS body;
  - require the provision of information about the proposal;
  - require an officer of the NHS body to attend before it to answer questions in connection with the proposal.

**2. Purpose**

- 2.1 The purpose of the joint committee is to scrutinise matters and proposals which may impact upon services provided to patients across the Essex, Southend and Thurrock areas.
- 2.2 The joint committee will also act as the mandatory joint committee if an NHS body is required to consult on a substantial variation or development in service affecting patients across these local authority areas.
- 2.3 In receiving formal consultation on a substantial variation or development in service, the joint committee will consider:
- the extent to which the proposals are in the interests of the health service in Essex, Southend, and Thurrock;
  - the impact of the proposals on patient and carer experience and outcomes and on their health and well-being;
  - the quality of the clinical evidence underlying the proposals;
  - the extent to which the proposals are financially sustainable;
  - and will make a response to the relevant NHS body and other appropriate agencies on the proposals, considering the date by which

the proposal is to be ratified.

- 2.4 The joint committee will consider and comment on the extent to which patients and the public have been involved in the development of the proposals and the extent to which their views have been considered as well as the adequacy of public and stakeholder engagement in any formal consultation process.

### **3. Membership/Chairing**

- 3.1 The joint committee will consist of four members representing Essex, four members representing Southend and four members representing Thurrock, as nominated by the respective health scrutiny committees.
- 3.2 Each authority may nominate up to 2 substitute members.
- 3.3 The proportionality requirement will not apply to the joint committee, provided that each authority participating in the joint committee agrees to waive that requirement, in accordance with legal requirements and their own constitutional arrangements.
- 3.4 Individual authorities will decide whether or not to apply political proportionality to their own members.
- 3.5 The joint committee will elect a Chairman and Vice-Chairman at its first meeting.
- 3.6 The joint committee will be asked to agree its Terms of Reference at its first meeting.
- 3.7 Each member of the joint committee will have one vote.

### **4. Co-option**

- 4.1 By a simple majority vote, the joint committee may agree to co-opt representatives of organisations with an interest or expertise in the issue being scrutinised as non-voting members, but with all other member rights. This may be for a specific subject area or specified duration.
- 4.2 Any organisation with a co-opted member will be entitled to nominate a substitute member.
- 4.3 A standing invitation to attend meetings will be extended to the Chief Executives of Healthwatch Essex, Healthwatch Southend and Healthwatch Thurrock.

### **5. Supporting the joint HOSC**

- 5.1 The three authorities will work together to provide Chairmanship and officer support to the joint committee.
- 5.2 The three authorities will work together to act as secretary to the joint

committee. This will include:

- appointing a lead officer to advise and liaise with the Chairman and joint committee members, ensure attendance of witnesses, liaise with the consulting NHS body and other agencies, and produce reports for submission to the health bodies concerned;
- providing administrative support;
- organising and minuting meetings.

5.3 The three authorities Constitution will apply in any relevant matter not covered in these terms of reference.

5.4 Meetings shall be held at venues, dates and times agreed between the participating authorities.

## **6. Powers**

6.1 In carrying out its function the joint committee may:

- require officers of appropriate local NHS bodies to attend and answer questions;
- require appropriate local NHS bodies to provide information;
- obtain and consider information and evidence from other sources, such as local Healthwatch organisations, patient groups, members of the public, expert advisers, local authorities, and other agencies. This could include, for example, inviting witnesses to attend a joint committee meeting; inviting written evidence; site visits; delegating committee members to attend meetings, or meet with interested parties and report back.
- make reports and recommendations to the appropriate NHS bodies and other bodies that it determines, including the local authorities which have appointed the joint committee.
- consider the NHS bodies' response to its recommendations;
- In the event the joint committee is formally consulted upon a substantial variation or development in service, it may refer the proposal to the Secretary of State if the joint committee considers:
  - it is not satisfied that consultation with the joint committee has been adequate in relation to content, method or time allowed;
  - it is not satisfied that consultation with public; patients and stakeholders has been adequate in relation to content, method or time allowed;
  - that the proposal would not be in the interests of the health service in its area.

## **7. Public Involvement**

7.1 The joint committee will meet in public, and papers will be available at least 5 working days in advance of meetings.

7.2 The participating authorities will arrange for papers relating to the work of the joint committee to be published on their websites or make links to the papers

published on the lead authority's website as appropriate.

- 7.3 A press release may be circulated to local media at the start of the process and at other times during the scrutiny process at the discretion and direction of the Chairman and Vice Chairman.
- 7.4 Local media may attend meetings held in public.
- 7.5 Patient and voluntary organisations and individuals will be positively encouraged to submit evidence and to attend.
- 7.6 Members of the public attending meetings may speak in the Public Participation session on a matter relating to the agenda, in line with the arrangements set out in each authority's Constitution.

## **8. Press Strategy**

- 8.1 The three authorities will be responsible for issuing press releases on behalf of the joint committee and dealing with press enquiries, unless agreed otherwise by the Committee.
- 8.2 Press releases made on behalf of the joint committee will be agreed by the Chairman or Vice-Chairman of the joint committee.
- 8.3 Press releases will be circulated to the link officers.
- 8.4 These arrangements do not preclude participating local authorities from issuing individual statements to the media provided that it is made clear that these are not made on behalf of the joint committee.

## **9. Report and recommendations**

- 9.1 The three authorities will work together to prepare draft reports, as necessary, on the deliberations of the joint committee, including comments and recommendations agreed by the committee. Such report(s) will include whether any recommendations contained within it are based on a majority decision of the committee or are unanimous. Draft report(s) will be submitted to the representatives of participating authorities for comment.
- 9.2 Final versions of report(s) will be agreed by the joint committee Chairman.
- 9.3 In reaching its conclusions and recommendations, the joint committee should aim to achieve consensus. If consensus cannot be achieved, minority reports may be attached as an appendix to the main report. The minority report/s shall be drafted by the appropriate member(s) or authority concerned.
- 9.4 Report(s) will include an explanation of the matter reviewed or scrutinised, a summary of the evidence considered, a list of the participants involved in the review or scrutiny; and an explanation of any recommendations on the matter reviewed or scrutinised.

9.5 In addition, in the event the joint committee is formally consulted on a substantial variation or development in service: -

- If the joint committee makes recommendations to the NHS body and the NHS body disagrees with these recommendations, such steps will be taken as are “reasonably practicable” to try to reach agreement in relation to the subject of the recommendation.
- If the joint committee does not comment on the proposals, or the comments it provides do not include recommendations, the joint committee must inform the NHS body as to whether it intends to exercise its power to refer the matter to the Secretary of State and, if so, the date by which it proposes to do so.
- If the joint committee refers a matter to the Secretary of State, the relevant report made will include: -
  - an explanation of the proposal to which the report relates;
  - the reasons why the joint committee is not satisfied;
  - a summary of the evidence considered, including any evidence of the effect or potential effect of the proposal on the sustainability or otherwise of the health service in the area;
  - an explanation of any steps taken to try to reach agreement in relation to the proposal;
  - evidence to demonstrate that the joint committee has complied with arrangements for appropriate notification of timescales for its decision to refer;
  - an explanation of the reasons for the making of the report; and
  - any evidence in support of those reasons.
- The joint committee may only refer the matter to the Secretary of State: -
  - in a case where the joint committee has made a recommendation which the NHS body disagrees with, when;
    - the joint committee is satisfied that all reasonably practicable steps have been taken by the NHS body and the joint committee to reach agreement; or
    - the joint committee is satisfied that the NHS body has failed to take all reasonably practicable steps to reach agreement.
  - if the requirements regarding notification of the intention to refer above have been adhered to.

## 10. Quorum for meetings

10.1 The quorum will be a minimum of six members, with at least two from each of the participating authorities. This will include either the Chairman or the Vice-Chairman. Best endeavours will be made in arranging meeting dates to maximise the numbers able to attend from both participating authorities.

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