

MEETING Health & Wellbeing Board	AGENDA ITEM
MEETING DATE 19 September 2018	REPORT NUMBER ABSS-48-18
SUBJECT A Better Start Southend (ABSS) Programme update	
REPORT AUTHOR Jeff Banks, Director ABSS	
PRESENTED BY Alex Khaldi, Chair ABSS	

SUMMARY

Since June ABSS programme activity has focused on:

- Re-engaging with Partners
- Service design and preparation for delivery of Social and Emotional programmes
- Governance review
- Investment in core delivery resources and capacity

RECOMMENDATIONS

Board members are asked to note the contents of the report and raise issues and opportunities with the Chair of the ABSS Partnership Board, Alex Khaldi.

The purpose of this report is to provide an update from the Director of ABSS on key developments since the last meeting.

GOVERNANCE

a) *Health and Wellbeing Board*

A Better Start Southend is pleased to present updates to the Health and Wellbeing Board as the top tier of the governance structure for the programme and the Chair of ABSS welcomes comments and questions.

At the suggestion of Krishna Ramkhelawon, Interim Director of Public Health, ABSS has offered to make a more substantive presentation at one of the Closed Sessions which precede the Health and Wellbeing Board. The idea has been raised with Chair, Cllr. Lesley Salter; Leader of the Council, Cllr. John Lamb and Simon Leftley, Deputy Chief Executive (People) and it has been agreed that this would be a useful addition to a forthcoming meeting.

b) Partnership

The Chair and Director of ABSS have been pleased to attend meetings with a range of strategic and operational partners, further cementing working relationships and exploring opportunities for future development. The strategic and operational relationship with Southend-on-Sea Borough Council is considered to be very strong and relationships with health partners developing.

Recent meetings with NHS partners including Southend CCG Governing Body, followed by meetings with Andy Morris, the Interim Accountable Officer and Tricia D'Orsi, Chief Nurse at the CCG alongside meetings with Jacqui Lansley Director of Integrated Care Commissioning for CCG/SBC and other colleagues, have been extremely positive. The recent commitment of additional staffing resources by ABSS, dedicated to the development of areas of work of mutual benefit to our NHS partners, will begin to bear fruit over the coming weeks/months.

It has been agreed that an event will be held with the Partners over the coming months, at a convenient juncture, as an opportunity to confirm Partner's commitment to the programme and agree a set of values which will guide the way partners will work together. The Chair and Director of ABSS will liaise with Alison Griffin, the Chief Executive of Southend-on-Sea Borough Council, to develop proposals further.

c) Big Lottery Fund

Relationships with the Big Lottery Fund continue to be positive and ABSS benefits from strong support and regular reviews. The next Quarterly Grant Management Meeting is scheduled for 17th September, so a verbal report can be offered to the Health and Wellbeing Board if required. ABSS is actively involved in a number of cross site / national initiatives including:

- Application of Improvement Science techniques working with Professor Moira Inkelas of UCLA Fielding School of Public Health and Center for Healthier Children, Families and Communities;
- Warwick Consortium national cohort study;
- Joint Communications Campaign on early social, emotional and language development
- Communities of Practice shared learning and development platforms.

The Director of ABSS is engaging with colleagues at the Big Lottery Fund to explore approaches to commissioning Engagement work (the way ABSS works in partnership with parents) and this is part of a wider the review of this area of work in Southend. The Director is also sharing ABSS's developing approach to commissioning, to clarify reporting requirements, etc.

d) Governance

The Governance review is now complete and over the coming weeks/months the new structure will embed and lines of reporting develop. In addition to the main Partnership Board there are four formal standing 'Groups' (Parents' Group, Programme Group, Finance and Risk Group and Insights and Analysis Group). Partners agree to support the Governance of the programme as part of the Partnership Agreement and are asked to consider how their representation on these Groups can be managed, such that the programme benefits from wide-ranging Partner experience and is able to best identifies opportunities. Each Group will report to the Partnership Board. Groups and their proposed membership are shown in [Appendix 1](#).

A 'Think Tank' has been formed to consider wider opportunities e.g. System Change and is commencing work in mapping the current system, prior to bringing together Partners to explore wider opportunities and fresh approaches.

PROGRAMME MANAGEMENT UPDATE

a) Programme Management Office Capacity

The capacity of the team has been enhanced with the appointment of a new Programme Manager (1 FTE) and Project Manager (1 FTE) and the existing temporary Marketing Manager (1 FTE) has been made permanent. A number of temporary staff have been engaged to support with office management and research. A new Project Support Officer and Specialist Teacher have been appointed with start dates agreed.

Further Programme/Project Management capacity has been identified through the review of the operational/management structure for the Programme Management Office. Where appointments differ substantively from the approved staffing levels contained within the ABSS bid document, the Director of ABSS will agree variations with the Chair and/or Big Lottery Fund as required. Discussions are ongoing with partners to formalise arrangements for EPUT and SBC staff embedded with ABSS. These written agreements will address lines of accountability, remit and clarity of direction.

As the work of ABSS has expanded considerably over recent months, the Programme Management Office is looking again at physical capacity of premises and options are being explored. There is a commitment to maintaining a presence at the SAVS Alexandra Street office, but additional desk space may be required.

b) Programme Activity

The Programme Office worked in co-production with parents, partners, community stakeholders and providers to design services as part of the Social and Emotional work stream. As a result, the following Parenting Education courses, which were previously paused, are due to re-start in October:

Empowering Parents, Empowering Communities (EPEC)

- *Being a Parent 2 – 4yrs*
- *Baby and Us 0 – 12 months (6mth non-crawlers preferred)*

In addition, The Midwifery 'One to One Breastfeeding Support Service' delivered in partnership with Southend University Hospital Foundation Trust is operational and will focus upon supporting new mothers within the Maternity Unit and within the community.

All Quarter 1 Service Reviews have been carried out with current Providers which enabled valuable insight, gaining information on the progress of deliverables as well as highlighting opportunities and challenges. Three formative evaluations are being undertaken with the following projects; Breastfeeding Group Support, Workskills and Engagement with reports due by the 20th September 2018.

It should be noted, that by early 2019, ABSS will be fully operating all three strands of activity; Social and Emotional, Communication and Language and Diet and Nutrition. The strong progress in implementing these core areas of work is affording greater opportunity for a focus on wider themes such as System Change, Sustainability and Resilience, etc.

c) *National Cohort Study*

Further discussions have taken place with the Big Lottery Fund and the Warwick Consortium (who have been commissioned to undertake the national Cohort Study) regarding the implementation of the study and a 'Site Readiness for Evaluation'. The Partnership Board has expressed strong support for the Cohort Study and operationally, staff continue to provide all necessary resource and information, as required.

d) *Local evaluation*

The Insights and Analysis Group will advise on progress with commissioning local evaluations, but it is worth noting that three formative (interim) evaluations are underway for specific pieces of work being piloted, or where the Partnership Board considers there is opportunity for exploring different approaches.

e) *Finances*

The Q1 management Accounts for ABSS are included at [Appendix 2](#).

f) *Case study*

A case study from a service user/beneficiary is included at [Appendix 3](#).

APPENDIX 1 – ABSS Governance – below the Health and Wellbeing Board			
Group	Role	Members	Frequency
<i>Partnership Board</i>	Sets strategic direction for ABSS Accountability with BLF Approval of programme implementation proposals as recommended by PMO and/or Groups Reviews reports from: <ul style="list-style-type: none"> • Parents’ Group • Programme Group • Insights and Analysis Group • Finance & Risk Group • Task and Finish Groups 	Independent ABSS Chair 4 Parent Champions All Partners Big Lottery Fund ABSS Director ABSS Programme Manager(s) ABSS Project Manager(s) ABSS Business Support Manager	Bi-monthly
<i>Parents’ Group</i>	Main ‘Voice’ for parents/carers and the community Supported by the Engagement Team Reviews reports from: Ward Panels/Forums; Parent-led projects; Engagement team/s Reviews Engagement Fund and Innovation Fund Proposals – recommendations to Programme Board and/or Big Lottery Fund (as required) Prepares presentations/papers for Partnership Board Nominates members for other governance groups	Parent – Chair All Parent Champions Engagement Officers Deputy CEO/Turning Tides Manager ABSS Director and/or ABSS Programme Manager ABSS Business Support (notes) Other Programme Office - TBC	Bi-monthly
<i>Programme Group</i>	Leads on all service design and implementation Reviews reports from: <ul style="list-style-type: none"> • Workstream leads • PMO / Programme Management leads Approves Engagement Fund and Innovation Fund Proposals – for approval by BLF (as required) Prepares presentations/papers for Partnership Board	SBC Director of Public Health – Chair 2 Parent Representatives Minimum of two other Partner representatives PLA Director of Quality Improvement ABSS Director; ABSS Programme Manager(s) ABSS Project Manager(s); ABSS Marketing Manager ABSS Business Support Manager Other ABSS and Partner representatives TBC	Monthly
<i>Finance and Risk Group</i>	Leads on finance and risk assessment and appraisal Reviews resource needs (physical, financial and human) Oversight of finance and risk reports for BLF monitoring Reviews reports from: <ul style="list-style-type: none"> • PLA (finance); • PMO / Programme Management leads (risk) Prepares presentations/papers for Partnership Board	SBC Head of Corporate Finance – Chair 2 Parent Representatives Partners Risk specialist - TBC PLA Director of Finance; PLA Director of Quality Improvement ABSS Director ABSS Programme Managers; ABSS Business Support Manager ABSS Finance Officer	Quarterly
<i>Insights and Analysis Group</i>	Leadership of Research and Data/Monitoring workstreams Reviews reports from: <ul style="list-style-type: none"> • Locally commissioned research • National Cohort Study • ABSS Data Team • External social/demographic/population research and analysis Prepares presentations/papers for Partnership Board	PLA Director of Quality Improvement – Chair 2 Parent Representatives Minimum of two other Partner representatives ABSS Service Design and Researcher SBC ABSS Senior Data Analyst Other ABSS PMO TBC	Quarterly
<i>Task and Finish Groups</i>	Any fixed-term governance-level or strategic work groups or forums Terms of Reference, Membership and Reporting agreed at time of formation Clear SMART targets established Scoping out broader System Change and Sustainability work	Varies as required	Varies as required

APPENDIX 2 – ABSS MANAGEMENT ACCOUNTS Q1



Summary Management Accounts - Confidential
 Period: QUARTER ONE 2018-19

Period: APRIL to JUNE 2018

	Actual	Budget	Variance (adverse) or favourable
	£	£	£
INCOME			
REVENUE FUNDING RECEIVED FROM BIG LOTTERY FUND	800,000	733,000	67,000
CAPITAL FUNDING RECEIVED FROM BIG LOTTERY FUND	-	22,000	(22,000)
LEVERAGED INCOME	103,000		
TOTAL INCOME	903,000	755,000	45,000
EXPENDITURE			
PROJECTS			
SOCIAL AND EMOTIONAL	135,000	177,000	42,000
COMMUNICATION AND LANGUAGE	88,000	125,000	37,000
DIET AND NUTRITION	85,000	70,000	(15,000)
SYSTEM CHANGE	80,000	124,000	44,000
CRECHE SERVICES	13,000	28,000	15,000
MONITORING & EVALUATION	-	12,000	12,000
DATA ANALYSIS	14,000	13,000	(1,000)
PROJECT EXPENDITURE	415,000	549,000	134,000
SALARIES AND SECONDMENTS	61,000	121,000	60,000
OTHER PMO COSTS	69,000	64,000	(5,000)
PROGRAMME MANAGEMENT EXPENDITURE	130,000	185,000	55,000
TOTAL REVENUE EXPENDITURE	545,000	734,000	189,000
CAPITAL EXPENDITURE	-	22,000	22,000
LEVERAGED COSTS	103,000		
TOTAL EXPENDITURE	648,000	756,000	211,000
NET FUNDING IN ADVANCE/(OWED)	255,000	(1,000)	256,000
CUMULATIVE FIGURES FROM START UP TO DATE	£		
INCOME	7,263,000		
PROJECT EXPENDITURE	3,078,000		
PROGRAMME MANAGEMENT EXPENDITURE	3,441,000		
CAPITAL EXPENDITURE	570,000		
TOTAL EXPENDITURE	7,089,000		
NET FUNDING IN ADVANCE/(OWED)	174,000		

CONVENTION: Brackets around a number signify either an amount owed by the Big Lottery or an adverse variance (ie income less than budget or

APPENDIX 3 – ABSS BENFICIARY CASE STUDY



HENRY Group Programme Case Study June 2018

This family lives in Southend having moved from London a few years ago. They have a daughter aged two and an older son aged nine. Mallicka*, the mum, had significant concerns around her daughter Kyra's fussy eating. The only way she felt able to get Kyra to eat was to sit her in the kitchen sink with water and bubbles and spoon feed her. Even then it was a struggle to get her to eat anything and Mallicka felt that she had to force her to ensure that she ate, even just a little. This was very stressful for both of them and Mallicka felt that she wanted some help to overcome this. Mallicka's Health Visitor told her about the HENRY *Healthy Families* programme so she enrolled herself on it, joining a group running at one of the Children's Centre.

During the programme Mallicka felt supported by other parents as well as the facilitators. She gained a lot of information about portion sizes, how to introduce new foods to Kyra, and about guided choices. Mallicka was aware that she and her partner were not good at eating lots of fruit and that, as parents, they probably weren't being very good role models for their children. She started to make smoothies each morning to ensure they all had more fruit in their diets. The children really enjoyed these and Mallicka noticed that she felt better too.

Having learned more about portion sizes Mallicka was able to see how much Kyra actually needed to eat, which was less than she had thought. Knowing this took away some of the pressures that she had felt around making Kyra eat. She also became aware that she was giving her son Aarav, portions that were far too large for a child of his age so she began to reduce his portions accordingly. Mallicka started to use guided choices to allow the children to have some input into what foods they ate. She also made sure that they ate together as a family as much as they could; being part of the family meals really encouraged Kyra to start feeding herself and to try new foods. As a result she began eating more. Kyra now eats meat, fish and eggs and is willing to try new tastes. Now that the family are eating all together Mallicka is able to see the amount the children are eating and is much more aware of when they are full.

If Mallicka hadn't attended the HENRY programme she said she would probably have taken Kyra to the doctor as she really worried there was something wrong with her. Mallicka said she didn't have a clue about portion sizes and how to get a better routine around food that would help – HENRY has developed her understanding and enabled her to do this - mealtimes at home are much happier and calmer.

* All names have been changed