

# Southend-on-Sea Borough Council

## Report of Executive Director Adults and Communities to CABINET

14 September 2021

Report prepared by: Benedict Leigh, Director Commissioning

Agenda  
Item No.

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### Southend Borough Council: Southend Care Ltd Partnership Agreement 2022-2031

Relevant Scrutiny Committee: People  
Cabinet Member: Councillor Cheryl Nevin

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#### 1. Purpose of Report

- 1.1 To update Cabinet on progress with the development of a ten-year Partnership Agreement and contract between Southend Borough Council (SBC) and Southend Care Ltd (SCL) and seek approval to the Partnership Agreement

#### 2. Recommendations

It is recommended that Cabinet:

- 2.1 **Agree to the text of the Partnership Agreement included as an Appendix to this report, noting that the Agreement will be included as part of a new ten-year contract for services provided by SCL.**

#### 3. Background and Context

- 3.1 Southend Care Ltd (SCL) is a wholly owned Local Authority Trading Company (LATCO) of Southend Borough Council (SBC). It was established in April 2017 initially for the purpose of transferring several in house services providing social care and support to residents in Southend.
- 3.2 Contracts held by SCL were transferred in two phases and consist of services including care homes, homecare, supported living, a shared lives service, Extra Care Housing (two schemes), a supported employment service and day opportunities. Details of the services delivered under phase 1 and 2 contracts are included in the Appendix to this report.
- 3.3 The total contract value of SCL business is £8.1 million p.a. with 98% of total revenue derived from the Council.
- 3.4 Staff were initially transferred from SBC under TUPE but since the contracts commenced there has been a gradual transition from staff employed under SBC conditions to SCL terms which has enabled SCL to realise efficiencies.

#### 4. Partnership Development

- 4.1 SBC has already agreed to a one-year extension of the Phase 1 service contracts (see details in the Appendix to this report) to 31 March 2022 to allow time for both parties to develop and agree a ten-year partnership agreement to cover the period 1 April 2022 to 31 March 2031. This agreement creates a shared vision and a set of principles which will build on our relationship and allow SCL to become more commercially focused in its approach whilst remaining true to the values that have informed its development to date.
- 4.2 The strategic objectives of the renewed partnership as set out in the partnership agreement in the Appendix to this report are to:

**Develop and deliver a portfolio of services that meet the current and future needs of the people of Southend** and that *cannot / are unlikely* to be provided by private or voluntary sector providers i.e., where there is market 'failure' or a clearly identified gap in the needs identified through strategic commissioning.

**Ensure there is a 'provider of last resort' for the CQC/Ofsted regulated provider market**, providing support to failing providers, thereby meeting SBC's market duty under the Care Act 2014

**Promote quality assurance and improvement initiatives to the Southend care sector** by piloting and showcasing projects designed to support workforce development, creativity, and innovation across the Borough.

**Support the financial sustainability and health of SBC and SCL** by encouraging enterprise thereby generating alternative commercial income.

**Ensure services within the portfolio become increasingly more cost effective** in all key areas including workforce.

**Ensure all service are rated by either CQC or Ofsted as 'Outstanding'**, becoming exemplars for the care marketplace.

**Develop SCL as a transformation engine for delivering changes** which result in fit for purpose services that are strategically relevant for existing and future demands.

**Support the South Essex Care and Health Trade Association (SECHA)** to become an effective voice for the adult social care sector.

- 4.3 A revised contract to cover the existing services will be drawn up during 2021 which will need to be approved by Cabinet due to the strategic nature of the relationship and the contract value (anticipated to be in excess of £80 million over the ten years).
- 4.4 Under the Tekal exemption to public contract regulations these contracts do not have to be tendered on the open market as they are held by a LATCO and the total commercial (non-Council) income of SCL is less than the 20% threshold.

## 5. Corporate Implications

### 5.1 *Contribution to Southend 2050*

The new Partnership Agreement between SBC and SCL will contribute to:

#### Safe and Well

- SW01 People in all parts of the borough feel safe and secure at all times.
- SW02 Southenders are remaining well enough to enjoy fulfilling lives through their lives.
- SW03 We are well on our way to ensuring that everyone has a home that meets their needs.
- SW04 We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

#### Active and Involved.

- AI01 Even more Southenders agree that people from different backgrounds are valued and get on well together.
- AI02 The benefits of community connection are evident as more people come together to help, support, and spend time with each other.
- AI03 Public services are routinely designed and sometimes delivered, with their users to best meet their needs.
- AI04 A range of initiatives help communities come together to enhance their neighbourhood and environment.

### 5.2 *Financial Implications*

The proposed ten-year Partnership Agreement and contract will provide services with a combined value of approximately £80M (£8 M p.a.). There will be an expectation of year-on-year efficiencies to be realised through ongoing recruitment of new SCL staff on SCL terms and conditions as well as savings already identified in the Medium-Term Financial Strategy (MTFS).

### 5.3 *Legal Implications*

Legal advice has been provided for the development of the text of the Partnership Agreement from both parties and detailed legal advice will be sought throughout the development of the new ten-year contract.

### 5.4 *People Implications*

There are likely to be HR implications for SBC when reviewing the future of services under contract to SCL. Initially, when these services were transferred the staff were transferred under TUPE and retained their SBC employment rights. As the existing services are reviewed this may result in a change to the optimum staffing model with associated redeployment and redundancies. Where this is the case, SBC will work closely with SCL to minimise the impact on staff.

### 5.5 *Property Implications*

There are no immediate property implications, but investment may be required in existing housing units or the re-development of new housing units over the lifetime of the new contract. At Brook Meadows House care home, a new build development of 60 additional care home beds, a new day centre for those with complex learning disability to replace the current facility at Viking day service and a head office are

currently under development. There have been significant delays due to disputes between the design and build contractors and technical issues and the facility is currently due to be handed over to SCL in late 2021/early 2022. Negotiations are ongoing around the type of services that SBC requires for the 60 beds and the expectations on SCL in terms of commercial revenue generation from the new build. The services provided at Brook Meadows House will be incorporated into the new ten-year contract.

#### 5.6 *Consultation*

When reviewing any services under contract with SCL, consultation, collaboration, and the coproduction of service provision will take place with all internal and external partners and service users.

#### 5.7 *Equalities and Diversity Implications*

The development of a new Partnership Agreement and contract with SCL does not have any noticeable harmful or less favourable effects on any group with protected characteristics under the Equality Act or on carers, who SBC have identified as a particular group of people who must also be considered as part of consideration on equalities and diversity. However, the proposed recommissioning of some of the services under contract during the lifetime of the new ten-year contract may have an Equalities impact and a full EQiA will then be part of any recommissioning exercises.

#### 5.8 *Risk Assessment*

Delivery of some aspects of the new contract will require detailed risk and reward sharing arrangements e.g., the sale of 15 beds for long term care within the new build facility at Priory care home.

#### 5.9 *Value for Money*

The Medium-Term Financial Strategy (MTFS) sets out savings requirements for Southend Care Ltd to meet over the next five financial years (21/22 – 25/26). These efficiencies will be realised by a combination of an agreed five year budget at the outset of the new contract (1 April 2022) and the sale of 15 private beds within the new build facility at Brook Meadows House care home.

Further efficiencies will be agreed between SBC and SCL following detailed service reviews of all the contracts in scope currently operated by SCL either before commencement of the new contract or within a specified timescale.

#### 5.10 *Community Safety Implications*

*None*

#### 5.11 *Environmental Impact*

*None*

### 6. **Background Papers**

Medium Term Financial Strategy- [Full Council 25/2/21 Appendix 2\(ii\) Budget Savings and Income Generation Initiatives SW02](#)

### 7. **Appendices**

SBC: SCL Partnership Agreement 2022-2031 V8- DRAFT for approval  
SCL contracts – Phase 1 and 2

## Appendix- SCL contracts

### Phase 1 services- let for a period of four years from 1 April 2017 - 31 March 2021 (extended to 31 March 2022)

Service name	People supported	Age range	Number of beds/units	Annual contract value (£)
Delaware House - OP care home/assessment beds	Older people with Dementia	65+	24	£1,204,044
Priory House – OP care home/assessment beds	Elderly, frail people	65+	28	£1,180,745
Care and Support	Adults with complex needs	18+		£581,167
Viking House – LD day service complex needs	High dependency day care services for adults with learning disabilities	18+	34	£813,295
CIS (Complex Intervention Service, formerly START) Rehabilitation and Reablement services in the community	Adults with complex needs	Adults aged 17+	34	£1,197,141
Project 49 – day opportunities	Day Opportunities Centre for clients with Learning Disabilities (up to 100 clients a day)	19-80	100 individuals per day (Mon-Fri)	£1,005,113
Shared Lives Service/Making it work – supporting people with LD into paid employment	Adults with learning disabilities. Accommodation and/or care or support inside and outside the Shared Lives carer's home	18+	Scheme supports 42 carers who provide 24 long term arrangements, 66 short break placements and 26 day placements	£168,195
One To One Services for adults with learning disabilities	Adults with learning disabilities	18+	Supported employment service.	£23,033
Spencer House – LD supported living	Adults with learning disabilities, receiving individual care plans	18+	15 people with a learning disability.	£320,395
			<b>Total annual contract value</b>	<b>£6,543,128</b>

### Phase two services- let from 1 April 2019 for a period of five years to 31 March 2024

Service name	People supported	Age range	Number of beds/units	Annual contract value (£)
Longmans and Westwood – Extra Care schemes	Older People	55+	30 (15 each)	£539,500
Southend Care Ltd - West Street	Supported housing for adults with a learning disability	18+	29 units 27 occupants	£1,088,333
			<b>Total annual contract value</b>	<b>£1,627,833</b>

## **SOUTHEND BOROUGH COUNCIL AND SOUTHEND CARE LIMITED**

### **PARTNERSHIP AGREEMENT APRIL 2022- MARCH 2031**

#### **1. PARTNERSHIP STATEMENT**

##### 1.1 Purpose

This ten-year Partnership Agreement (Agreement) is the commitment of Southend Care Limited (SCL) and Southend Borough Council (SBC) to develop a long-term relationship that aims to deliver on the Southend 2050 outcomes and on the vision for Southend Care. This Agreement provides the vision, strategic objectives and guiding principles of the relationship. It sets the tone and spirit by which both parties will work together for mutual benefit with aligned interests.

The Agreement will be formally reviewed annually on the anniversary (1 April each year) by the Board of Directors of SCL and the Cabinet or delegated body of SBC.

This Agreement will cover the relationship between the parties and is to be construed together with the contractual agreement, which will be a separate contract for services agreed and entered into between the parties which will provide the detail of the commercial terms and conditions of the partnership. For the avoidance of any doubt, the details of the legal obligations of both parties for example dispute resolution, IPR, liabilities and indemnities, conflicts of interest, risk and liability are included in the contractual document to accompany this partnership agreement and the agreement should not be relied on to resolve any contractual matters.

This Agreement will be the basis by which the parties determine the success of the partnership. It is expected that over the next ten years the partnership will evolve and therefore this Agreement is designed to be reviewed annually and updated as necessary to ensure it remains strategically relevant and continues to be the catalyst for contributing towards the delivery of the Southend 2050 roadmap.

##### 1.2 Context/Background

This is the first formal Agreement between SBC and SCL. SCL started trading in April 2017 as a Local Authority Trading Company (LATCO) wholly owned by SBC, with its remit being to operate as a business within the adult social care markets, deriving 80% of its total income from SBC contracts. SBC directly awarded to SCL two contracts for a range of services including residential care; day centres; complex reablement; Shared Lives; Supported Employment and Supported Living. Since trading in April 2017, SCL was directly awarded a further two contracts in April 2019 for Supported Living and Extra Care services.

The trust in SCL to deliver good quality services has grown and the relationship between both parties has been characterised by SCL taking a 'can do approach' supporting SBC wherever possible. This includes responding rapidly and effectively in situations where other providers in the marketplace have failed, as well as taking on very complex individual packages of care that no other provider has been able to support.

SCL has also played an important role in the COVID crisis by both establishing a designated COVID unit and by delivering services in an innovative way, for example creating an online digital service for vulnerable people who could not attend Project 49.

As a result of the special relationship enjoyed by SCL and SBC by virtue of ownership, the company's manner of working has been different to that of any other local provider. The relationship has very much focussed on SCL being part of the SBC 'family' thereby becoming a key resource for SBC and working in a manner that creates the most value for SBC. From this a number of principles have become central to the relationship, including transparency, integrity and honesty.

### 1.3 Relationship to date

The relationship between SBC and SCL to date has been constructive, solution focussed and collaborative. It has enabled SCL to develop and evolve as an organisation recognising the realities of the need for time to establish a new business and address certain legacy issues of former in-house services. The relationship has encouraged SCL to reinvest surplus into improving services and more broadly developing in a qualitative way, for example developing a training academy, achieving nationally recognised quality awards such as IIP and of course meeting regulatory standards. The relationship has also been the catalyst for developing positive working relationships with other statutory bodies, the Third and the independent sector.

### 1.4 Future relationship

The Agreement formalises the relationship between SCL and SBC for the first time. This partnership over the next ten years will aim to build upon the special relationship that has been established between the parties. It will continue to focus on achieving the strategic outcomes related to Southend 2050 and improving the quality of lives of the people of Southend. The relationship, by having a commercial emphasis, will support SCL to grow as a business enabling it to become even more enterprising in its approach. This will include the development of alternative income streams that have a consequential benefit to SBC and the local community. This will be achieved by continuing to encourage reinvestment in the business for the purpose of sustainable growth, workforce development and driving cost effectiveness.

The partnership will provide the opportunity for both parties to test, learn and innovate as a continuous process for the purpose of creating more cost effective and impactful service provision in Southend. Especially important is creating opportunities for greater digital service delivery to support population needs and serve broader sections of the community. As technology advances over the next ten years and demands increase having a relationship that can work in a collaborative and inspiring manner is of paramount importance.

The partnership will strategically shape services which come within the scope of contract during its lifetime, ensuring they remain responsive to the needs of Southend. In particular, working collaboratively to redesign, remodel and restructure services where necessary so they continue to provide value for money and deliver the best outcomes for people.

The partnership will play a key role in supporting the care marketplace, through developing SCL's role as a provider of last resort to enable SBC to fulfil its statutory duty to ensure market sustainability and quality under the Care Act 2014. Working in a strategic way both organisations will proactively identify the means by which issues such as provider failure can where possible be avoided and where SCL can take action to enhance the SBC's response to market uncertainty. This is a particularly important feature of the relationship as financial and budgetary pressures are likely to increase as a result of the general economic climate brought on by COVID, the economic effects of which are likely to be felt for some years to come.

The partnership will be characterised by a number of principles that will shape the way both parties operate and work with each other. They will be complemented by aligned values and behaviours

that reflect the everyday working practices of staff. These principles are Reciprocity; Autonomy; Honesty; Loyalty; Equity and Integrity. The values that will act as a reference point for this partnership are the Southend 2050 values of being Inclusive, Proud, Collaborative and Honest

The partnership will support the development of a workforce that it is skilled, well trained, and professional in its operation and delivery of care. SCL becoming the employer of choice that can attract the best talent through excellent career pathways and terms and conditions of employment.

Anything delivered through the partnership will clearly benefit the residents of Southend either through directly meeting their needs or by ensuring that SCL is financially sustainable and can deliver more to Southend as a result.

### [1.5 The relationship and future commissioning landscape](#)

The partnership will evolve within the context of the future commissioning landscape and through an asset-based approach in line with Southend 2050 outcomes. It will play a key role in supporting the shared priorities of the milestone recovery plans and the objectives of longer- term strategies for Older People, Adults of Working Age and Carers of all ages that will cover the period 2022 – 2027.

SCL will be a key stakeholder and consultee in the development of these strategies that will need to be aligned with the agreed principles and priorities set out in this partnership agreement. Moreover, the partnership will enable SCL to position itself so it can play its part in the delivery of the identified priorities. SCL is already in a strong position as a current provider of a broad range of services across different markets and focused on a range of people from younger adults to older people. The partnership will also ensure services are reshaped and modernised to fit with the refreshed commissioning priorities for Southend.

Priorities in the milestone recovery plans that are relevant to this partnership agreement and which relate to the Southend 2050 themes are set out in Appendix 1.

## 2. GUIDING PRINCIPLES OF THE PARTNERSHIP

The guiding principles of this Agreement will underpin the partnership and will also form the basis of the separate commercial contracts that are entered into. These principles are:

2.1 Reciprocity - The partnership will promote mutual benefit, with fair and balanced exchanges. For example, if either party accepts a business risk, the other must be prepared to do the same. If one party commits to invest time and money in an important project the other party must be prepared to reciprocate. Both parties will decide what is fair and balanced through negotiation conversation and applying the rest of the guiding principles.

2.2 Autonomy – The partnership across the areas detailed in the accompanying contract will abstain from promoting only one party's self-interest at the expense of the other. Instead, both parties will work as equals and be part of a process that allows for making decisions in line with the partnership. i.e., the partnership commits to make decisions and take actions that respect and strengthen the interests of the partnership and the shared vision.

2.3 Loyalty – The partnership will ensure that both parties look out for each other's interests and treat each other's interests with equal value. The partnership will be characterised by having 'relationship first thinking' seeing itself as its own entity with its own set of interests that both parties are loyal to in their interactions.

2.4 Equity/ risk sharing – The partnership will ensure both parties keep proportionality in the contract for example between risk and rewards. The proportion of risk accepted by either party will be detailed in the accompanying contract and will be on a service by service basis. The risk share will not necessarily be a 50/50 split but a fair distribution for example depending how much risk one party takes on in relation to the other.

2.5 Integrity – The partnership will ensure both parties act consistently, transparently, and honestly over the life of the relationship and to act when in doubt in accordance with the other guiding principles. Integrity will apply to all decisions and actions each party takes and their interactions with each other.

2.6 Person Centredness- The partnership will ensure that the people who use SCL services are placed at the heart of what is delivered, for co-design of future services and for their honest feedback on how well these services are meeting their needs and expectations.

This partnership will also be governed by the Southend 2050 values which are:

- Inclusive- we put people at the heart of what we do.
- Proud-we are proud to make lives better.
- Collaborative -we work together.
- Honest – we are honest, fair and accountable.

These values are supported by agreed behaviours that are:

- Driving positive change
- Trust and respect
- Demonstrating strong leadership
- Act with integrity and behaving responsibly
- Building relationships to work well together.

### 3. VISION

Southend Care's vision is to enhance the quality of peoples' lives, meeting the needs of the people of Southend by providing cost-effective high-quality and strength-based services that adapt to changing demands over time whilst applying best practice learning and innovation. Through the partnership SBC and SCL will forge a strong and productive relationship for mutual benefit, supporting the delivery of Southend 2050 outcomes and the objectives of specific long-term strategies. The partnership will set an example and be the benchmark for the way in which positive service impact can be delivered via a local authority trading company.

Southend 2050 is Southend's vision and ambition for the future. It was developed following extensive conversations with those that live, work, visit, do business and study in Southend. These conversations asked people what they thought Southend should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. The ambition is grounded in the values of Southend residents. It is bold and challenging and will need all elements of the community to work together to make it a reality.

The partnership between SBC and SCL will contribute towards the delivery of the five themes and 23 outcomes which are:

1. **Pride and Joy**-By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our Borough has to offer.
  - There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.
  - The variety and quality of our outstanding cultural and leisure offer has increased, and we have become the first choice English coastal destination for visitors.
  - We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.
  - Our streets and public spaces are clean and inviting.
2. **Safe and Well** -By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.
  - People in all parts of the borough feel safe and secure at all times.
  - Southend residents are remaining well enough to enjoy fulfilling lives, throughout their lives.
  - We are well on our way to ensuring that everyone has a home that meets their needs.
  - We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
  - We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport, and recycling.
3. **Active and Involved**- By 2050 we have a thriving, active and involved community that feel invested in our city.
  - Even more Southend residents agree that people from different backgrounds are valued and get on well together.
  - The benefits of community connection are evident as more people come together to help, support, and spend time with each other.
  - Public services are routinely designed, and sometimes delivered, with their users to best meet their needs.
  - A range of initiatives help communities come together to enhance their neighbourhood and environment.

- More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.
4. **Opportunity and Prosperity** - By 2050 Southend on Sea is a successful Borough and we share our prosperity amongst all of our people.
    - The Local Plan is setting an exciting planning framework for the Borough.
    - We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
    - Our children are school and life ready and our workforce is skilled and job ready.
    - Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.
    - Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.
  5. **Connected and Smart**- By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.
    - It is easier for residents, visitors and people who work here to get around the borough.
    - People have a wide choice of transport options.
    - We are leading the way in making public and private travel smart, clean and green.
    - Southend is a leading digital city with world class infrastructure.

#### 4. STRATEGIC OBJECTIVES

The objectives of the partnership align with the Southend 2050 agreed outcomes and lay the foundation for the foreseeable future of relationship. The objectives are to:

- **Develop and deliver a portfolio of services that meet the current and future needs of the people of Southend** and that *cannot / are unlikely to* be provided by private or voluntary sector providers i.e. where there is market 'failure' or a clearly identified gap in the needs identified through strategic commissioning.
- **Ensure there is a 'provider of last resort' for the CQC/Ofsted regulated provider market**, providing support to failing providers, thereby meeting SBC's market duty under the Care Act 2014
- **Promote quality assurance and improvement initiatives to the Southend care sector** by piloting and showcasing projects designed to support workforce development, creativity, and innovation across the Borough.
- **Support the financial sustainability and health of SBC and SCL** by encouraging enterprise thereby generating alternative commercial income.
- **Ensure services within the portfolio become increasingly more cost effective** in all key areas including workforce.
- **Ensure all service are rated by either CQC or Ofsted as 'Outstanding'**, becoming exemplars for the care marketplace.
- **Develop SCL as a transformation engine for delivering changes** which result in fit for purpose services that are strategically relevant for existing and future demands.
- **Support the South Essex Care and Health Trade Association (SECHA)** to become an effective voice for the adult social care sector.

## 5. PARTNERSHIP INDICATORS OF SUCCESS

The effectiveness of the partnership will be judged by the following indicators of success:

- The extent to which the partnership fulfils strategic commissioning needs. This is based on supporting the delivery of the recovery plans, longer term strategies and Southend 2050 outcomes.
- The extent to which the partnership supports the stability of the provider marketplace. This is based on the interventions that are made to support failing providers.
- The extent of the impact of improvement initiatives promoted across the Borough. This is based on new initiatives that bring about market change within the care sector.
- The extent to which the portfolio of services become benchmarks of value for money. This is based on a rolling programme of efficiency targets within services.
- The extent to which commercial income is generated through SCL. This is based on maximising the permitted 20% of income derived from non-SBC sources.
- The extent to which the partnership becomes an exemplar for service quality based on regulator 'Outstanding' ratings.
- The extent to which the Southend Trade Association becomes a voice for the sector. This is based on membership take up and the degree of influence exerted by the Association.

## 6. GOVERNANCE ARRANGEMENTS TO ALIGN INTERESTS AND EXPECTATIONS OF THE PARTNERSHIP

This partnership agreement will be supported by the following governance:

1. **Shareholder Board**- this will act as the political driver for SCL and ensure that there is alignment between the political, strategic, and economic relationships between SBC and SCL. These meetings will be represented by the Chair and Managing Director of SCL, the Leader of the SBC and representatives of SBC members.
2. **The SCL Board of Directors** will be the decision maker with regard to all business decisions of the company (SCL).
3. **Cabinet** – this will act as the political driver and decision making body for SBC. These meetings are chaired by the Lead Cabinet Member.
4. Both the SCL Board of Directors and Cabinet can delegate decision making to other Boards but the above bodies retain the legal powers to make decisions regarding this Agreement and the contractual arrangements that underly them.
5. **A partnership delivery board** – to provide strategic direction and oversight of the progress of the partnership and maintain healthy working relationships. This group will include senior representatives from SCL, SBC and independent members drawn from representatives of staff and service users and focus on the review of a joint delivery plan that will be agreed annually by all parties. Reports based on service user feedback as well as performance and quality indicators and will be drawn from individual services and amalgamated to form a single quality assurance report. There will also be a finance report. Meetings will be held quarterly.
6. **Opportunity, Innovation and Modernisation Group** – a key part of maintaining a healthy working relationship is to encourage new opportunity, innovation and modernisation. This Group will support plans that enable the relationship to adapt and evolve over time in terms of service offers, ensuring that it responds to the social care landscape in a proactive way, and

develops the role that SCL plays within the provider market. The group will be made up of representatives from SCL and SBC and will meet on a quarterly basis.

7. **Contract review meetings-** each service provided by SCL will have quarterly contract review meetings at which performance and quality information will be shared. There will also be a formal annual contract review at which any changes to the service model /staffing / performance and quality metrics will be agreed. Any changes will be recommended to the Partnership Delivery Board for a decision. All services will be subject to regular benchmarking and market testing to ensure that they fit with the principles of this Agreement and continue to provide value for money.

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## APPENDIX 1 - MILESTONE RECOVERY PLAN PRIORITIES

### Safe and Well

- A move away from an over reliance on Residential care homes for Older People. This will mean a significant reduction in care home beds and a shift to Extra Care Housing and care at home. At the same time, there is a need to develop additional long-term care beds for nursing and complex dementia care.
- Further development of a comprehensive frailty service to include falls prevention and a stronger assessment element.
- A redesign of the short term reablement pathways and support models to get people back on their feet and reduce delays in accessing this support.
- Increased support for Admissions Avoidance to hospital including the efficient use of short-term beds for assessment of need
- Expansion of the current equipment service to include the use of Assistive Technology to prevent or delay long term care and reduce the risk of social isolation.
- Commissioning of homecare to be shifted from a provider and contract-based model to a 'community wellbeing team' model.
- An expansion of the Shared Lives service to include a wider range of people from across the Southend community.
- Implement a review of all Supported Accommodation in the Borough, to ensure it best meets the needs of adults ensuring clear pathways of support.

### Active and Involved

- Roll out a comprehensive active ageing programme targeted at Older Adults particularly in the more deprived wards of Southend, with a focus on diet, exercise and weight management.
- Comprehensive coverage of vaccination campaigns to ensure Older People are better protected against diseases.
- An expanded volunteering programme to increase volunteer participation in communities of Older People across the Borough
- Reduce health inequalities between the best and worst performing wards in Southend
- Targeting Older People from BAME communities based on known increased health risks for their ethnic group e.g., diabetes.

### Connected and Smart

- Giving adults access to equipment and high-speed broadband as well as the skills needed to access the internet to access benefits and employments as well as manage their health and wellbeing.
- Learn from current pilot projects in Southend to expand on the use of assistive technology and mainstream technology devices to benefit adults living across the Borough.

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