

Southend Health and Wellbeing Board

Report by

Alex Khaldi, Independent Chair, A Better Start Southend

to

Health & Wellbeing Board on 8th June 2022

Report prepared by:

Jeff Banks, Director, A Better Start Southend

	For discussion	X	For information only		Approval required
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A Better Start Southend - update**Part 1 (Public Agenda Item)****1 Purpose of Report**

The purpose of this report is to provide an update from the Chair of A Better Start Southend (ABSS) on key developments since the last meeting.

2 Recommendations

HWB are asked to:

1. Note the contents of the report and raise issues and opportunities with Jeff Banks, ABSS Director, who will be presenting on behalf of Alex Khaldi, Independent Chair of A Better Start Southend (ABSS).
2. Note the ABSS Legacy and Sustainability Strategy as agreed by the Partnership Board on 16th May 2022 and identify opportunities for collaboration and joint working, to secure a legacy for the Lottery investment beyond 2025.

3 Governance

The ABSS Programme continues to benefit from strong Partnership engagement, with positive participation at a range of levels for all core Partners, including:

- Early Years Alliance
- Southend City Council
- Essex Police
- Mid and South Essex Hospital Trust
- Essex Partnership University NHS Foundation Trust (EPUT)
- NHS Southend CCG (soon to be Mid and South Essex Integrated Care Board)
- University of Essex
- Family Action
- SAVS
- Catherine Rushforth and Associates
- Kate Cairns Associates

Clinical Commissioning Group / Integrated Care System

As Board Members will know, the new Integrated Care System will go live from 1st July 2022, and as such, as with all legal agreements, the obligations under the formal Partnership Agreement previously held by NHS Southend CCG, will be taken on by the Mid and South Essex Integrated Care Board (ICB). Discussions are currently under way to appoint a representative from the ICB to the ABSS Partnership Board.

Membership

As a reminder, the ABSS Programme Governance structure comprises the following Groups:

- Partnership Board - Chair, Alex Khaldi
- Executive Consultative Board - Chair, Alex Khaldi
- Programme Group - Chair, Krishna Ramkhalawon, SCC
- Insight and Analysis Group - Chair, Michael Freeston, EYA
- Finance and Risk Group - Chair, Paul Grout, SCC
- Parents' Group - Rolling Parent Champion Chairs
- YourFamily Partnership Group - Chair, Lucy Jeffreys, Parent Champion

All ABSS governance meetings continue to take place regularly and aligned to the governance schedule, to aid with oversight of the ABSS Programme activity. The Governance Officer is in the process of testing the 'Meeting Owl Pro360^o' call conference technology on internal ABSS meetings, which it is hoped will enable a more effective and accessible hybrid meeting experience for all users, regardless of location. It is anticipated that governance meetings will be fully hybrid in June 2022. Parents will still be able to attend governance meetings with SAVS and ABSS Creche supporting this.

ABSS Legacy and Sustainability Strategy

The ABSS Legacy and Sustainability Strategy development work continues to feature heavily within governance forums, with the ABSS Executive Consultative Board maintaining regular strategic oversight for this area of work being developed by Social Minds. A presentation was delivered at the ABSS Partners Away Day on 21st April 2022 which outlined the proposals and implementation plans for the ABSS Legacy Strategy. This provided partners and parents with some valuable time to reflect on the proposals in advance of the 16th May 2022 Partnership Board, at which the ABSS Legacy and Sustainability Strategy was approved by Partnership Board Members.

The ABSS Legacy and Sustainability Strategy approved on 16th May 2022 is included as **Appendix One**.

Additionally, a summary of the work undertaken in Phase 1 is attached within **Appendix Two**, as stated within appendices one document.

The proposals will offer a powerful opportunity to sustain the improvements achieved for disadvantaged families, through a sustainable legacy vehicle, provisionally titled City Family CIC, which will develop new business and generate new revenue into the City to support children and families. Alongside this will be investment in a Centre for Excellence for Early Childhood Development based in Southend.

Members of the Health and Wellbeing Board are asked to review the ABSS Legacy and Sustainability Strategy and identify opportunities for collaboration and joint working, to secure a legacy for the Lottery investment beyond 2025.

Engagement of Parent Champions within ABSS (Governance) Meetings

All committees and groups include the active participation of engaged parents, with Terms of Reference stating that no meeting is quorate unless there is parent and Partner presence at each forum.

ABSS Action Against Racial Inequality Steering Group

The contract with the consultancy practice, Equinox, who were supporting with this area of work for the Programme has now ended and scoping work is being carried out to further develop a local Southend approach to take this work forwards. This will include an inwards look on progress within this space, as well as the potential to ring fence part of the Community Ideas and Development (CID) Fund for organisations who predominantly work with minoritised groups in Southend. Work is continuing to engage with prominent local figures to explore approaches ABSS can take in addressing racial inequality. Furthermore, ABSS staff are part of the EYA's Anti Racism Charter of which two-way learning will be undertaken in tackling structural inequalities in early years.

The National Lottery Community Fund (TNLCF)

The next meeting between ABSS and The National Lottery Community Fund (TNLCF) will be a combined Quarterly Review and Annual Review meeting, taking place on 13th June 2022. The Annual Review will place an emphasis on the ABSS Legacy and Sustainability Strategy and how the Fund can support ABSS with transition into new forms of operation. There will also be discussion on how the Partnership has influenced policy both locally and nationally and upcoming key strategic priorities and milestones for both ABSS and TNLCF.

ABSS continues to send updates to TNLCF aligned to the revised 2022 Reporting Schedule, which for March 2022 included the ABSS Communications Plan, the Risk and Issues Register and the ABSS Implementation Plan.

Coronavirus/COVID-19 Pandemic Recovery and Renewal

Aligned to the Early Years Alliance (EYA) policy, ABSS staff returned to the ABSS Thamesgate House office on 1st April 2022. ABSS staff have adopted the EYA hybrid working model, with an office working schedule in place for staff who will work at least 2 days per week in the office, which is working successfully. Risk assessments for COVID safe access are in place and regularly reviewed by the Business Support Team.

Contingency planning remains in place for commissioned and direct delivery programmes, in the event that the position regarding Coronavirus/COVID-19 changes.

4 Evidence Project

Programme Evaluation Partnership

The University of Essex Research team delivered their fourth round of evaluation reports at the end of January 2022. These covered the Q2 and Q3 period with data collected over a six-month period.

The team is currently engaged in writing up a meta-thematic analysis of findings from semi-structured qualitative interviews held with more than 140 beneficiaries between October 2020 and December 2021. One parent (peer) researcher is actively involved in the development of a qualitative coding scheme (first phase of analysis), with the support of the Research team. Findings from the meta-analysis will be presented to the IAG meeting in June.

The team has successfully recruited two Senior Research Officers to the programme.

The first published research paper arising from ABSS work: *“Challenge and opportunity: Making sense of the ‘first lockdown’ experience of families with young children and health and social care practitioners in Southend-on-Sea”* was presented in the International Journal of Social Work in April 2022. The open access journal can be found [here](#). Paper two: *“Making sense of organisational challenges and community resilience during Covid-19; A case study of a multi-agency intervention tackling child poverty in England”* is co-authored with ABSS colleagues and in the final stages of review. An appropriate journal will be sourced in collaboration with ABSS authors.

The membership of the Independent Advisory Committee (IAC) requires review in light of personnel changes in the original membership of the group. Discussions with ABSS are planned to review the purpose and objectives of the group.

Independent Programme-wide Summative Evaluation

The first round of fieldwork for the Summative Evaluation was completed in February, and since then the team have focused on developing the analysis and reporting of the findings. This work is still underway, with initial signs suggesting some positive and interesting findings will be drawn from the data collected. The first report will be available in June 2022.

Discussions continue about how to take the baseline analysis of data forward in the absence of project monitoring data for previous years. An alternative explored in recent weeks looks promising for future years but does not yet provide the evidence we are looking for. Further options are being considered by the team.

Outcomes Framework

Following the review of data used to measure ABSS Outcomes, the Outcomes Framework document is in the process of being updated. The Research and Evaluation team are exploring the best ways of presenting the information alongside the redevelopment of the website content. This should be completed by the end of May 2022.

Outcomes Reporting

The SCC OPI Data Team continue with regular work refreshing the data dashboards, including Maternity and FNP project outcomes, and completing the Q4 Lottery return.

Workforce Development

Following meetings with ABSS Programme Managers and members of the Partnership Board, the Research and Evaluation Manager has drafted out an initial outline plan for the Workforce Development Strategy. This is being developed further ready to be discussed with the ABSS partnership.

ABSS Research Methodology

The Research and Evaluation team are redeveloping the research sections of the ABSS website to better reflect the work of ABSS and to provide access to underpinning information such as the Programme Theory of Change. As part of this, the Research Bulletin is being turned into an online resource that will be useful and engaging for parents, Delivery Partners and other professionals. The new content should be live on the website in May, with further content such as research or evaluation findings added over time.

An extract of the ABSS Data Dashboard titled '**Partnership Board Programme Activity Summary**' is shown in **Appendix Three**

5 Programme Activity

YourFamily

The YourFamily programme is the substantial new cross-cutting community-led programme, bringing together all of the elements of the ABSS service portfolio.

The volunteer element of the programme will start in May 2022. Volunteers can access the opportunities via the YourFamily website and can apply online. Following induction training, the YourFamily Volunteer Co-ordinator will meet with volunteers to understand their aspirations and offer training suitable to meet the programme and individual needs.

The Family Partnership Model Train the Trainer course is planned for the summer. This will enable the multi-agency group of people trained to train others in their organisation and as a result, have a Southend wide asset-based way of working with families.

The YourFamily baby bag has been given out to expectant parents and the team have found that face-to-face contact has been the most effective way of sharing information about the baby bag. The team have also found that a face-to-face contact at a time and place most convenient to the family to receive the bag is more beneficial.

The case management element of the CRM system is working and will be a valuable resource in understanding family needs and integrated working with Family Centres. The reporting element of the system is still being created and the SCC Data team are supporting the developments. The outstanding issues are being worked on quickly and it is envisaged that by the end of May 2022, reporting from the system will be possible.

The YourFamily Programme Manager is working with the ABSS Research and Evaluation Manager to consider how YourFamily will be measured in the short and long term. The programme contributes to all ABSS outcomes and aims to support Community Resilience and System Change, and therefore outcomes in these areas will be agreed. The University of Essex will evaluate YourFamily through interviews with families who have joined the YourFamily community and will follow parent's journeys over time.

Parent, Family and Community Hub

ABSS Delivery Partners and community groups are running extensive sessions from the Parent, Family and Community Hub, resulting in an offer to families every day of the week.

A part time Parent, Family and Community Hub Assistant has been recruited to support the Hub's work along with the existing Hub Co-ordinator, Sarah Richer and will start to meet and build relationships with the many groups using the space.

Commissioned Services

Delivery Partners continue to offer mixed approaches to how projects can be accessed by families. This includes digital offers and in person events and activities. Extensive work is being undertaken to support Delivery Partners to reach more families, with a renewed effort of place-based activities in Shoebury. The recent Delivery Partner Network Event focused on referral pathways between projects. A session was held on 26th May at Tickfield Centre and saw projects and services come together to talk about their work through open networking, whilst sharing leaflets and information about the work they do. The session was very successful and a huge thanks to the ABSS project team for organising.

A review of individual project and programme performance is being undertaken, this will in turn improve the efficacy of monitoring and financial management of projects. Furthermore, ABSS teams are working together to continue to identify gaps in provision against ABSS outcomes.

Examples of some key Programme highlights are included below:

121 Breastfeeding

The project continues to support new mothers (up to 6 weeks post-partum) and expectant mothers in three ABSS wards. In 2021/2022 they supported 435 women. The delivery team underwent further training in quarter 4 to increase and improve their response to complex scenarios including very premature babies, safeguarding concerns and barriers to infant feeding. The project continues to work with the community group breast feeding project. The current contract is due to end in August 2022 and work is underway to present options for the future of this project.

Family Support Workers for Social Communication Needs

The project supported 36 families in 2021/2022, with enhanced support lasting an average of 26 weeks. The team have been responding to the needs of families and have explored different approaches to how support is offered, the last quarter has seen this focus on removing barriers faced by families with SEND in accessing community activities such as swimming and group play. The service is in high demand and a review of the budget has enabled the recruitment of a third part time worker who is now in post. There has been a positive increase in the diversity of referral sources into the project, this is attributable to the high levels of outreach and awareness work conducted by the team which will only improve the response given to families to improve outcomes. Please see Appendix Two for an insightful case study into one families experience with the Family Support Workers.

FOOD Club

ABSS and SCC have recently commissioned the Southend FOOD Club, delivered by Family Action. This project sees a community-based membership club, delivered from three of Southend's Family Centres to support families in accessing sustainable, healthier food whilst holistic support is offered including budgeting, food preparation and links to other services including housing support, benefits and information around childcare provision. The project is required to develop a framework for self-sustainment beyond January 2023.

Engagement Services

With the extension of the Engagement Service contract, a review of deliverable activity has taken place. This will see a revamped offer that focuses on empowering and supporting more parents to take active roles in governance and co-production. PC recognition and development will be the focus of the first part of 2022/2023, which will see greater opportunities for parents to access

relevant training whilst individual development pathways will be explored, to ensure parents skills and experiences are not lost from the early years space when their youngest child turns 4.

17 Engagement Fund activities took place in 2021/2022, which brought together families from across ABSS wards. The year saw an average of 40 active PCs at any one time who took part in a variety of activities including governance, co-production, community development, communication reviews and local and national events and conferences.

Talking Transitions

The ABSS Specialist Early Years Teachers have met with the schools and early years settings involved in the project this year to gather their ideas for this summer's events with their families. There are still some schools who are not yet involved in the project but are known to be taking children from early years settings who are involved, and as a result there are plans for these children to take part in the 31-day challenge along with their chatter bag of resources that all children involved will be offered. All children will share their chatter bag with their new school in September, enabling all children to take part, not just those involved in the project.

Early Years Independent Domestic Violence Advocate (IDVA)

The IDVA project continues to see referrals into the service, with an increase in referrals also being made via Safe Steps into the IDVAs based at the Family Centres. The IDVAs have attended a variety of training courses to support their development, knowledge and practice within the project, including the 'Domestic Abuse & Children Law' training. Positive discussions have taken place between the IDVA service and YourFamily team, to maximise referrals between the services and to work in a more integrated way with the Family Centres

ABSS projects continue to provide a blended and adaptable model of service delivery that are responsive to the needs of local families. Projects continue to increase their face-to-face offer.

A case study is attached for reference - see Appendix Four

Details of all ABSS programmes in delivery are attached for reference - see Appendix Five

The Festival of Conversations

The Festival of Conversations (FoC) 2022 is progressing well, with a 'fringe' type approach being the preferred route to enable a wider reach across Southend. Partners will be invited to run events under the FoC umbrella and will be supported by ABSS staff during this process. It is expected that the FoC will take place across a 16-day period, ending during the October school break. Co-Production will be more prominent in the 2022 iteration of the FoC, with parents taking up co-design and delivery roles with individual Partners and ABSS events.

6 Programme Management Office

Following the consultation and conclusion of changes to the staff structure in early March 2022, the Programme Management Office (PMO) now comprises the following amended teams and continues to provide excellent support for the ABSS Programme:

- **Senior Programme Team** - comprising the Director and Assistant Director and all Senior Managers.

- **Operations and New Business Development Team** (led by Assistant Director, once appointed) - including, HR, Finance, physical resources, Governance, administration and the contracts and compliance functions.
- **Project Management** - including Creche Services and the Parent, Family and Community Hub Co-ordinators.
- **Communications and Marketing**
- **Research and Evaluation**

Finances

Due to reporting timetables, it has not been possible to include Management Accounts in this Director's Report. A verbal update was provided at the Partnership Board on 20th June 2022.

A Review of the 2022/2023 to 2025 ABSS Programme Budget Profile also took place at the Finance and Risk Group on 28th April 2022, and further details of this will be presented at the 20th June 2022 Partnership Board meeting, for Partner review and approval.

7 Communications and Marketing

ABSS Communications Strategy

The purpose behind the ABSS Communications Strategy is threefold:

- To tell the ABSS story and build our legacy
- To reach every family
- To promote positive social change

The ABSS Communications Calendar includes key and 'heartbeat' moments that support the delivery of that strategy.

As a result of the YourFamily digital campaign, currently being managed by marketing agency ICG, the programme has seen almost triple the number of users visiting the ABSS website in the month of March 2022. Before campaign initiation in February 2022, a goal of 950 sign ups to YourFamily by March 2022 was set for the Communications and Marketing team. Within the first month of the campaign, 272 sign ups were achieved. The campaign is taking place across two phases; phase 1: Feb-June 2022, phase 2: November 2022-March 2023 and should this level of engagement and conversions continue, the number of new beneficiaries by campaign end in 2022 is projected at 2,176.

Alongside the early successes of this digital campaign, the programme will be testing an Out of Home campaign across the City, set to go live on 16th May 2022 for four weeks. This is an awareness-based campaign, and while the team do not expect many sign-ups directly from this, it will work to complement the rest of the activity happening and help to solidify YourFamily in the Southend landscape.

There is a community distribution arm of the YourFamily campaign happening w/c 30th May 2022 and will see the ABSS service brochure (which incorporates comprehensive information on YourFamily) dropped through 3,000 residential premises and 3,000 business premises in Southend. YourFamily posters will also be distributed in community areas such as GP surgeries, dentists, Family Centres, faith centres, community hubs and other spaces such as these across Southend. Distribution of these posters will be done by ABSS staff and Parent Champions and Ambassadors.

Reaching Every Family

New leaflets and materials have been created to publicise Stay Out Play Out, Tea and Tots, Family Support Workers and YourFamily.

The Events page of the ABSS website continues to be a success and draws significant engagement. It is the most viewed page on our website aside from the YourFamily landing page.

Autism Acceptance Week

The digital campaign for Autism Acceptance Week was deemed a success having been viewed by over 4,000 people across the week.

ABSS Website Refresh

The website refresh project is continuing in a more agile way since team capacity reduced. This means decisions will be made quickly and a test and learn approach will be applied to any changes that do not have a firm consensus from parents, workforce and staff.

Focus groups with parents and workforce were undertaken to discuss the content, navigation, look and feel and technical functions of the ABSS website. The report has been finalised and is ready to be shared.

The navigation of the website is being updated to reflect that of the Beta site. Throughout the focus group process, no clear consensus was established about how the navigation should be laid out to make it easier for users, so the ABSS Communications and Marketing team have decided to test the new navigation in order to make progress.

The content of the site is now being agreed with “page owners” from across the organisation and changes will be made continuously to satisfy feedback.

Tell our Story, Build our Legacy

Case studies are being used on a regular basis in our newsletter and across our social media channels.

The research area of the website is undergoing a significant refurbishment. Plans for this area include case studies via a multitude of mediums (video, articles, blogs), and significant data information will be displayed here and any annual reporting.

8 Reasons for Recommendations

ABSS Governance have reviewed and approved activities at the appropriate level. The Health and Wellbeing Board are asked to:

1. Note the contents of the report and raise issues and opportunities with Jeff Banks, ABSS Director, who will be presenting on behalf of Alex Khaldi, Independent Chair of A Better Start Southend (ABSS).

2. Note the ABSS Legacy and Sustainability Strategy as agreed by the Partnership Board on 16th May 2022, and identify opportunities for collaboration and joint working to secure a legacy for the Lottery investment beyond 2025.

9 Financial / Resource Implications

There are not financial/resource implications for this report.

10 Legal Implications

None at this stage.

11 Equality & Diversity

None at this stage.

12 Appendices

Appendix One - ABSS Legacy and Sustainability Strategy

Appendix Two - ABSS Legacy and Sustainability Strategy Phase 1

Appendix Three – ABSS Partnership Board Programme Activity Summary

Appendix Four – Case Study

Appendix Five - ABSS Project Names and Workstreams

Jeff Banks, Director, ABSS

8th June 2022

Appendix One - ABSS Legacy and Sustainability Strategy



MEETING	AGENDA ITEM
Partnership Board	4
DATE	REPORT NUMBER
16th May 2022	ABSS-93-22
SUBJECT	
ABSS Legacy and Sustainability Strategy	
REPORT AUTHOR	
Alex Khaldi, Independent Chair, ABSS Jeff Banks, Director, ABSS	
PRESENTED BY	
Jeff Banks, Director, ABSS	

BACKGROUND

On 14th June 2021, The ABSS partnership approved the broad approach proposed to secure a long-lasting legacy for the ABSS Programme. This was the culmination of a range of conversations with Strategic and Delivery Partners, Staff and parents/carers, including Parent Champions.

As part of this process, it was agreed that ABSS should secure additional expert support in moving the Legacy and Sustainability Strategy forwards and a procurement exercise took place in October 2021, which resulted in the appointment of a team from the social enterprise experts, [Social Minds](#), led by [Craig Dearden Philips](#).

The selection process required bidders to identify their approach to supporting the ABSS Programme with Legacy and Sustainability, divided into two phases:

Phase 1

The consultant or consultancy practice will work with our parents and Partners to agree the core vision and principles which underpin the ABSS Legacy and Sustainability Strategy, and co-design the detailed project plan which will follow. As part of this, the organisation or team will identify the resources required to undertake the work and identify the additional specialist expertise and support required, in consultation with ABSS.

The Phase 1 design work will take place between January and March 2022, with the full plan presented to the Partnership Board for approval in April 2022, prior to full implementation.

Phase 2

It is expected the consultant or consultancy practice will then support the implementation of the plan from April 2022 onwards, drawing in a range of additional experts and building local

capacity. Phase 2 will be subject to separate negotiation and there may be further competition in the selection of the team who will take the work forwards.

**Extract from Call for Proposals - October 2021*

The Phase 1 work has now been completed and was presented to the Partnership Board at a workshop on 21st April 2022.

NEXT STEPS

ABSS Partners and parents have contributed significantly to the development of these proposals, and there is broad agreement with the planned approach. As such, it is now proposed that ABSS move forwards with Phase 2.

Detailed discussions have taken place to identify the scope of works required and these are detailed below. As a competitive process has taken place with a number of providers, including proposals for Phase 2, a further procurement process is not required. It is proposed to progress this work with Social Minds.

PHASE 2

1. YourFamily: the task here is to orchestrate the move of YourFamily into the new social enterprise (referred to here as 'City Family CIC') at the right time between April 2022 and April 2024. This will involve getting the model right, costings right and a stronger idea of its efficacy and replicability.

Outcomes by end of 2022: YourFamily has been prepared for a move into City Family CIC in April 2023, giving it two funded years in Newco.

2. New Organisation: move from option appraisal into enterprise formation and growth. The focus here is:
 - Legal: registering the company, establishing services and transfer mechanisms/ processes
 - Building a board; a plan for the business; and raising finance and investment.
 - Operationally it is about ensuring City Family CIC can take on ABBS work early and well, while also developing the Centre for Excellence and being ambitious about growth.
 - Incubate the City Family CIC in '[Social Business Builders](#)' and put its leaders into '[Social Club](#)'.
 - Social Minds coaches the CEO and develop the skills and confidence of the Board.

Outcomes by end of 2022: City Family CIC founded, delivering projects, board kicked off, CEO and team in place, with financial plan and initial investment.

3. Centre for Excellence: work up a model of what this could look like and work alongside the City Family CIC to get this designed, shaped and along the line for funding.

Outcomes by end of 2022: we get the Centre for Excellence clearly placed within the plans for wider Southend development.

4. ABSS Projects: we support ABBS to orchestrate the movement of work from its core into the Newco, working with the ABSS team and Delivery Partners to ensure a smooth transition.

Outcomes by end of 2022: we agree a 3-year choreography and move the first services out, planning for move of YourFamily by either January or April 2023.

The Social Minds team from Phase 1 of Craig Dearden-Phillips, Neil Woodbridge and Mark Goodchild, would continue through Phase 2. Local parents will continue to be engaged by Social Minds as independent advisors.

TIMELINE

The headline timetable will be as follows:

		Phase II								
Workstream	Key Activities	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Programme Governance	Programme meetings									
	Programme planning									
	Project comms and change mgmt									
Parents First	Parent workshops and events									
Project/ Programme Reviews	Engage Delivery Partners									
	Identify and appraise legacy options									
	Develop implementation plans									
	Implement plans									
Your Family	Conduct programme review									
	Design new model									
	Pilot changes to the model									
	Plan tranfer to new organisation									
New Organisation	Secure alignment around new entity									
	Build the board									
	Appoint CEO									
	Develop business plan									
	Raise finance and investment									
	CEO and team leadership development									
Centre for Excellence	Scope and purpose of the Centre									
	Engage partners and design model									
	Plan and commission initial activity									
	Initiate review									

If agreed, a detailed specification will be developed, and the existing Contract will be extended.

BUDGET

It is proposed that an operational budget of **£75,000** be allocated, as a fixed price with any risk of over-run incumbent on Social Minds. An additional **£15,000** is proposed for professional support to the ABSS Director and Senior Programme Team.

DECISION

The Partnership Board are asked for comments on the proposed headline work plan and to agree to taking the work forwards.



ABSS Legacy and Sustainability Strategy

Produced in
conjunction with
Social Minds





Executive Summary: Sustaining our Impact

ABSS has made a huge difference. Children in our most deprived wards now have similar or better outcomes **across a range of measures**.

Our challenge is to make sure the end of Lottery funding **isn't the end of the story**.

We therefore propose a **new social enterprise**, provisionally titled **City Family Community Interest Company (CIC)**, to take forward our work.

Its flagship programme will be a new initiative **YourFamily**, alongside a host of community-led initiatives. The CIC to be a **Centre for Excellence** for early years which inspires local, national and international interest in what we do.

We will secure a **range of new funders and investors**, with remaining Lottery resources getting us started. This will be a self-sustaining social enterprise.

This is our hope and our vision. We hope you are as **excited as we are**.

Our Challenge

The ABSS partnership has made a huge difference,
with real, **measurable impact**.

Children in more deprived wards now have the
same or better outcomes across a range of measures.
We now need to make these gains **sustainable**.

Our **Lottery funding** is coming to an end in 2025.
We need to make sure the end of Lottery funding
isn't the end of the story.

Introducing City Family CIC





Welcome to City Family CIC

A community-led social enterprise, based in Southend-on-Sea, that works to ensure every child has the best start in life.

We bring together parents and professionals to create evidence-based projects and programmes in inspirational places and spaces.

City Family CIC

Our Vision: *what we see*

A city where families & professionals lead together so that every child can have the best start in life.

Our Mission: *how we will achieve this*

- We are **family-orientated** and **community-led**, learning from experiences that each person brings
- We are led by, and responsive to, what our **families** need in a culture of 'equal value partner'
- We recognise, develop and evaluate good practice through our **Centre for Excellence**
- We provide mutual **spaces** in the community for conversations that build confidence and capability

Our Model: *what we will do*

Community-led

Upskilling and empowering families to lead alongside professionals in governance, programme design and decisions for their communities

Centre for Excellence

An inspiring place where parents, partners and professionals engage in research, evaluation and excellent practice

YourFamily

Friendly and responsive peer-led support and signposting, integrated with partners and rooted in the community

Brave Spaces

Safe, honest and open community hubs that bring together parents, peers and professionals to share, learn, support and build confidence

New Funding and Organisation Infrastructure

Community-led



By '**community-led**' we mean an organisation that:

- Treats parents and professionals as **equal value partners**.
- Has parents in **substantive governance roles**, including as Chair.
- Is **majority parents** on its board (there will be other non-parent Directors).
- Employs some people with **lived experience** of being a parent in need of support.
- Is driven by the values of **self-help**, **peer support** and **rooted in evidence**.
- Runs the **Parent Champions** work and uses this to **invest in the talents** and gifts of parents involved, so that they can play a role in the life of the organisation.
- Is a credible **parent and community voice** in discussions on the City's future.
- Welcomes board membership from the **City Council, NHS and other partners**.
- Can 'host' and support **grass-roots community-led initiatives** across the City.

Centre for Excellence

This will be created with an **academic partner** to continue the applied research into Early Childhood Development.

It will use the vast **legacy data** of ABSS to inform and model **'test and learn'** projects, including programmes for children, families and the workforce.

It will also be a **physical setting and a virtual offer** that provides both the base for the new social venture and an **exemplar** of the best work.

It will be inspiring and visionary, and a **great place to visit**, that attracts people from the City and those visiting, offering valuable **resources for families**.

This will ideally be in close collaboration with one or more major contributors to the physical and cultural **regeneration of Southend**.



YourFamily

YourFamily is to be the **flagship test and learn project** of City Family CIC. It will move into the CIC by April 2023.

YourFamily will be the **friendly community** in which families meet each other for support; have free access to help from experts on having and raising a child; and learn to make the most of all that Southend has to offer.

Through **partnerships** with statutory services and voluntary organisations it will strengthen the existing system of support.

It will have Parent Champions to provide **voice and advocacy** for parents in Southend.

We will develop sustainable **funding** based on its successes during the test and learn funded period.



Brave Spaces



There is a deep value to parents and carers in **coming together**, sharing stories and vulnerabilities and receiving support, advice and fellowship in an authentic and organic way.

We call these '**brave spaces**' because you need courage to come and also the courage to offer your gifts to others.

City Family CIC will **create many** spaces in Southend - where families can come together, to support each other, build friendships and take action in a way that produces **self-sustained** solutions.

This will involve exceptional levels of outreach and presence across the City. We will seek out and make **creative use of physical spaces** in local communities.

Working closely with **people who are out of easy reach** and need their voices amplified, in order to support them to help themselves and each other is our guiding idea.



New Funding and Organisational Infrastructure

Following an options appraisal, we propose a **Community Interest Company (CIC)**.

We recommend that City Family CIC is **incubated** within ABSS.

ABSS, the Lottery contract, and the Partnership Board would all remain in place until 2025, and so ensure secure **scaffolding around City Family CIC** as it starts.

ABSS can use **existing frameworks to commission** City Family CIC to run projects, including YourFamily.

City Family CIC will develop the Centre for Excellence and work to **attract new investment** from trusts, foundations, corporate and social investors.

New governance will be established which allows the entity to move quickly and **involve parents in substantive governance roles**.

ABSS can then **focus on wider legacy activity**: moving work into new funders; re-engineering projects; and investing in new business development capacity for Delivery Partners.



Why a Community Interest Company (CIC)?

We drew up a set of Design Principles for the new entity and considered the extent to which different legal forms make achieving each principle easier or harder; with a CIC as the clear preference.

Design principles for the new entity	Charity	Company	CIC (CLG)	B Corp	Co-op
The social mission and purpose can be hard-wired into the company	Much easier	Harder	Much easier	Much easier	Easier
Allows parents to take a formal role in decision-making processes	Harder	Easier	Much easier	Easier	Much easier
Fit for trading and commercial activity quickly and easily	Harder	Much easier	Much easier	Much easier	Much easier
Easily managed and administered with low reporting requirements	Harder	Much easier	Easier	Harder	Harder
Structure easily understood by the general public	Much easier	Much easier	Harder	Harder	Harder
Can attract social investment to support the mission	Easier	Easier	Much easier	Much easier	Easier
Allows agility and fast paced decision making	Harder	Much easier	Much easier	Much easier	Harder
Assets (e.g. buildings) can be locked clearly to the community & mission	Easier	Harder	Much easier	Easier	Harder
Earned income as the mainstay whilst supporting donation-based fundraising	Harder	Harder	Much easier	Harder	Harder

Key: Much easier Easier Harder

A Review of ABSS Activity



Our Approach for this Review

- We partnered with social enterprise experts Social Minds to understand perspectives on ABSS **current projects and future possibilities**.
- Social Minds interviewed **over 20 ABSS partners**, from Health, the City Council, Essex University, the local charity sector and the Lottery.
- It engaged with **parents** through our Parent Champions.
- It worked closely with the **ABSS Senior Programme Team** to review project impact data and financials.
- It facilitated **two workshops** with parents and the ABSS team.
- It conducted an **options appraisal** based on clear design principles to determine the most appropriate legal form of the new organisation.



The Review

ABSS funds 29 projects, working with a dozen Delivery Partners - as well as an Engagement Fund for parent-led ideas. In three years' time, ABSS (as funded in its current form) will come to an end, and each partner organisation will play an important role in continuing the legacy in order to make Southend a great place to raise a child.

These slides summarise a review of current ABSS projects to identify **those making the biggest difference** to families and **how ABSS should work with partners** to ensure they can carry on once the funding ends. The review is indicative based on available evidence, and will be **updated after June** to reflect the outcomes of the summative evaluation by RSM Consulting and the University of Essex.



Legacy Destinations

The futures of existing ABSS projects broadly fall into three categories:

- 1) **Transition to new funding partners:** projects that have demonstrated impact and for which there are natural sponsors from a) Health b) Southend City Council and/or c) Community Funds. ABSS should work closely with Delivery Partners to make the case for future funding.
- 2) **Build into ABSS successor, City Family CIC:** projects that have demonstrated impact, align with the legacy organisation's new mission and which ABSS is well suited to run, should form part of the new entity's core activities.
- 3) **Phase out or re-engineer:** projects that have not demonstrated significant positive impact on outcomes for families to warrant specific focus in the legacy planning or need significant reengineering.



What we have learned (what went well)

Looking at impact and value for money, there are some clear stand-out projects. And across all projects, we identified trends for why some projects worked better than others.

- **Local organisations** that know Southend have been more effective than national organisations.
- **Family-centred** approaches, such as peer-led models have been successful (this is different from volunteer model, which were sometimes no cheaper than paid workers).
- Projects/organisations that are more **specific and focused** in their intervention with a clear theory of change (and where the specifications and measures are **simple**) perform better.
- Interventions that are clearly **evidence informed**, and adapted to the local context (avoiding rigid application of IP).
- On top of this is the **collective and combined value** of the initiatives. Projects that are able to work effectively within a wider system, supporting and reinforcing each other, generate a collective impact that is important and hugely valuable for the legacy.

What we have learned (even better if)

Recognising the successes of ABSS funded projects, we have gained greater clarity on the missing pieces of the puzzle to fully achieve our mission.

- **Community connection:** Projects have hugely benefited parents, but have not caused them to feel more connected to their community. Clear approaches to Community Resilience and System Change will be important for this.
- **Participation and engagement:** In the early stages of the programme, participation was low, which impacts the efficacy of the data and ultimately decision making. Effective engagement strategies and community and parent ownership should be at the heart of any legacy.
- **Co-production:** This is a new concept for some Delivery Partners, and therefore is applied inconsistently, as a result there is potential for more of it.

Each of these will need to be carefully considered in the design of the legacy.

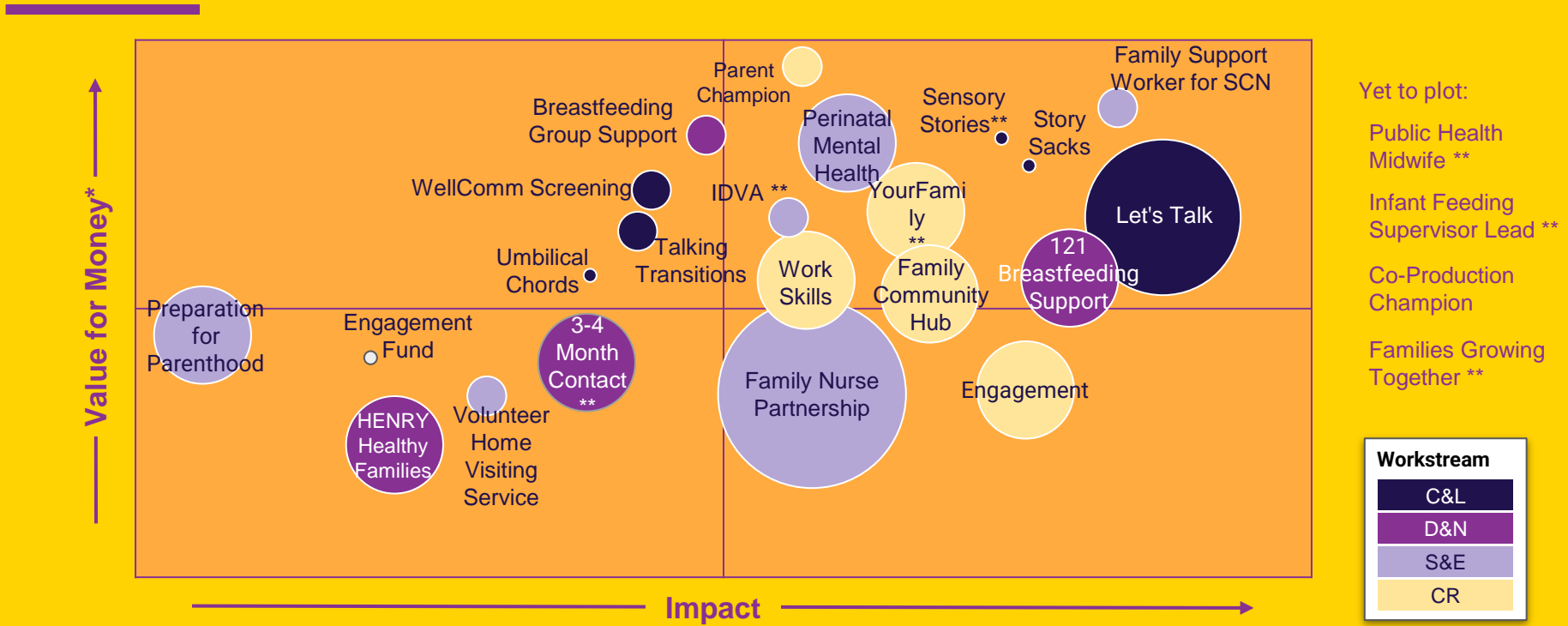


Securing the Legacy of existing projects



NOTE: Indicative impact based on current evidence. To be updated in June to reflect the summative evaluation by RSM Consulting and the University of Essex

Each project has been plotted on a scale for its indicative impact and value for money, based on scores from the ABSS Project team



* Value for money is estimated based on cost per participant given the nature of the intervention
** projects not long out of mobilisations but early signs indicate this to be their most likely impact and value for money

NOTE: Indicative impact based on current evidence. To be updated in June to reflect the summative evaluation by RSM Consulting and the University of Essex

Using this, we have identified where we see each project within the legacy to inform conversations with future funding partners

	Potential Future Funder			
	Health	City Council	Community Funds or Other	City Family CIC
High priority (MUST DO)	<ul style="list-style-type: none"> 121 Breastfeeding Support Perinatal Mental Health Let's Talk 	<ul style="list-style-type: none"> Perinatal Mental Health Let's Talk 	<ul style="list-style-type: none"> Breastfeeding Group Support Family Support Worker IDVA 	<ul style="list-style-type: none"> YourFamily Engagement Parent Champion Family Community Hub
Medium priority (SHOULD DO)	<ul style="list-style-type: none"> Family Nurse Partnership 	<ul style="list-style-type: none"> 3-4 Month Contact Infant Feeding Supervisor Lead Family Nurse Partnership Independent Domestic Violence Advisor (IDVA) Work Skills 	<ul style="list-style-type: none"> Story Sacks Families Growing Together Work Skills Umbilical Chords Sensory Stories 	<ul style="list-style-type: none"> WellComm Screening Talking Transitions
Phase out, re-engineer or redistribute	<div> <ul style="list-style-type: none"> HENRY Healthy Families Preparation for Parenthood </div> <div> <ul style="list-style-type: none"> Volunteer Home Visiting Service Engagement Fund </div>			

Workstream

- C&L
- D&N
- S&E
- CR

Note: some projects are aligned to more than one potential funding partner as opportunity with both

Further considerations as this work develops

The review presented here provides an initial hypothesis (and snapshot in time) to enable conversation and should be further iterated over the coming months. Including consideration of:

- **Defining impact and VfM** - as we incorporate the summative evaluation it will be important to clearly define impact, recognising the difference between current and potential impact as well as the temporary impact of Covid on any programme activity and/or measurable outcomes.
- **Interdependencies** - many of the projects rely on other projects to be successful (e.g. WellComm Screening <> Let's Talk). To separate them out entirely or de-prioritise certain projects risks missing factors critical to ABSS' success.
- **Continuing test and learn** - where some projects are perceived as less successful than others, consideration should be given to what other solutions (including re-engineering existing projects) might be needed to better meet families' needs (e.g. alternative to Preparation for Parenthood, and Diet & Nutrition projects beyond breastfeeding) and what role the legacy organisation could/should play in this.

Why support this?

- The ABSS partnership has already made a huge difference, with real, measurable impact.
- We need to make sure the end of Lottery funding in 2025 isn't the end of the story.
- Parents want to see this happen and be a part of it.
- This will be a sustainable, and self-sustaining enterprise.
- Through it we can help give every child the very best start in life, right across our City.



21 April
Partnership
Away Day

Group Discussion Questions

1. In what ways can City Family CIC be **Community-Led**? And how can we engage parents and professionals as 'equal value partners'?
2. Where could the '**Centre for Excellence**' add most value? What areas should it focus on? How can we make it a visitor attraction?
3. What is your experience of **YourFamily**? What do you think makes it special and how can we make more of this?
4. What physical or online **Brave Spaces** could we create to provide engaging, accessible and empowering spaces for families in Southend?
5. What **investors and other partners** might be attracted to City Family CIC? What could they contribute to make it sustainable?
6. What do you think of the idea of **City Family CIC**? Is it a good idea?

10 Key Points from the 21st April Partners Event

1. There was an **enthusiastic response** to the proposal for a successor body to ABBS to carry forward a renewed mission and purpose.
2. There is recognition that with more wards to cover and less immediate resource, City Family CIC will need to **diversify resources and draw in revenue** from social investment, trading, grants and commercial sponsorship.
3. To succeed, City Family CIC needs to be able to **work across all of the major agendas** in the area, including **health, education and social care** and the **cultural and physical regeneration of the City**.
4. The concept of **‘brave spaces’ was welcomed** and we need to consider how City Family CIC can play a purposeful role in the nine local Family Centres throughout the City.
5. The ‘Centre for Excellence’ should be **a catalyst for innovation, a repository of research, learning and practice**. It may or may not seek to become a visitor attraction in its own right, depending on available partnership opportunities.

10 Key Points from the 21st April Partners Event

6. It was agreed **YourFamily is still a work-in-progress** that needs its own evidence base – and understanding of Your Family is still mixed among many people.
7. Community Leadership means ‘equal partnership’ with **parents taking leading governance and staffing roles** in the CIC.
8. The scope of the CIC needs to **extend beyond 0-5 years and beyond the current boundaries of ABSS** – which is a fundamental challenge in the context of a shrinking budget.
9. There is a question of the correct **organisational structure** to revisit and validate – some people felt that the pre-determination of a CIC might be too early, given that not enough is yet known of the projected income mix.
10. There is now a need to work at pace to scope each delivery element of the successor organisation so that it can make rapid progress and **be delivering services by the end of 2022**.

Next Steps



Immediate

- Validate this set of proposals.
- Refine the Legacy and Sustainability Strategy, soundings with key stakeholders - including NHS, Council, Lottery, EYA.
- Formal conversations with the project lead at key Delivery Partners to discuss the legacy options for their project including:
 - Identifying potential and preferred funders.
 - Any changes / adaptations that may be required to the model.
 - Support needed to strengthen the case with potential funders (especially impact data).
- Formal conversations with funding partners (initially in Health and Southend City Council) to assess appetite to fund projects.

We have a plan to mobilise City Family CIC, with a Board, CEO, team and initial investment in place by the end of the year

		Phase II									
Workstream	Key Activities	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Programme Governance	Programme meetings										
	Programme planning										
	Project comms and change mgmt										
Parents First	Parent workshops and events										
Project/ Programme Reviews	Engage Delivery Partners										
	Identify and appraise legacy options										
	Develop implementation plans										
	Implement plans										
Your Family	Conduct programme review										
	Design new model										
	Pilot changes to the model										
	Plan tranfer to new organisation										
New Organisation	Secure alignment around new entity										
	Build the board										
	Appoint CEO										
	Develop business plan										
	Raise finance and investment										
	CEO and team leadership development										
Centre for Excellence	Scope and purpose of the Centre										
	Engage partners and design model										
	Plan and commission initial activity										
	Initiate review										

Key activities for the next phase

- Appoint a Board and CEO for City Family CIC.
- Review the capabilities and infrastructure of ABSS to be able to deliver the CIC (including fundraising & new business development, finance, etc.) and define requirements.
- Create a business case and plan for the new CIC, and develop a five year funding, investment and development plan for the CIC.
- Develop the key elements of the model including the Centre for Excellence and Brave Spaces.
- Put in train work to transfer ABSS activity to legacy destinations.
- Deeper conversations with the project lead at each Delivery Partner to discuss the legacy options for the project, including capacity building (e.g. fundraising and new business development) to help deliver their individual sustainability agenda.
- Deeper conversations with funding partners to assess appetite to fund projects and where we need to adapt the model and/or better make the case for their impact.

Appendix Three - Partnership Board Programme Activity Summary

Produced by the Operational Performance and Intelligence Team

28/04/2022

This short extract is based on the ABSS Programme Activity Dashboard for the period ending **31-Mar-2022**.

For further details please click the following link to view the full dashboard:

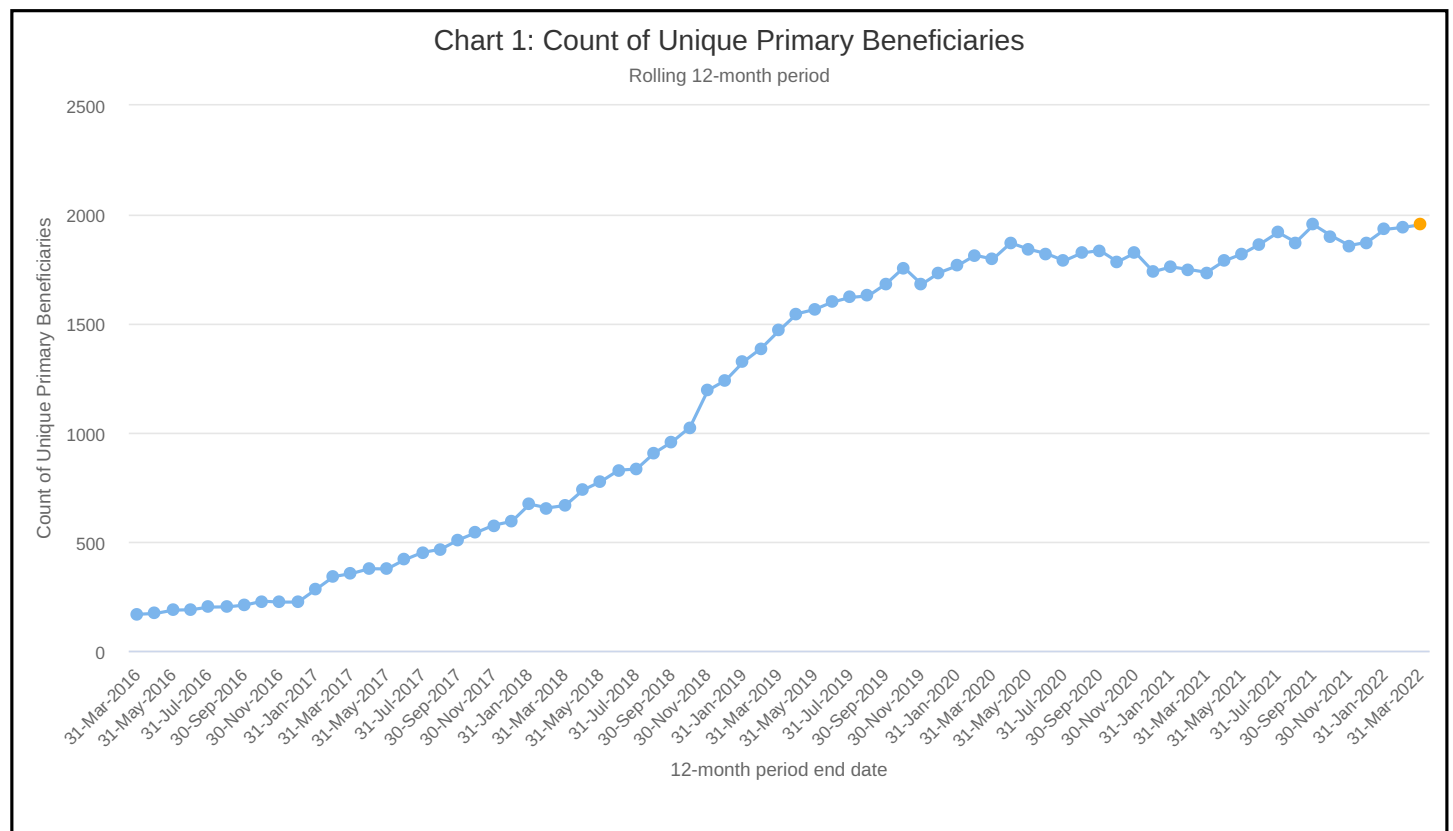
https://sbcddata.shinyapps.io/ABSS_Programme_Activity/

(https://sbcddata.shinyapps.io/ABSS_Programme_Activity/).

Section 1 - Programme Reach

The total number of beneficiaries of the A Better Start Southend programme since April 2015 is now **5087**, which has risen from **5018** at the end of the previous month.

As chart 1 below shows, reach has continued to grow during the life of the programme and the total number of beneficiaries of A Better Start in the past 12 months was **1953**, which is equivalent to the numbers seen for the period ending September 2021. This represents **42.7%** of all potential beneficiaries and is the highest proportion achieved since the start of the programme.

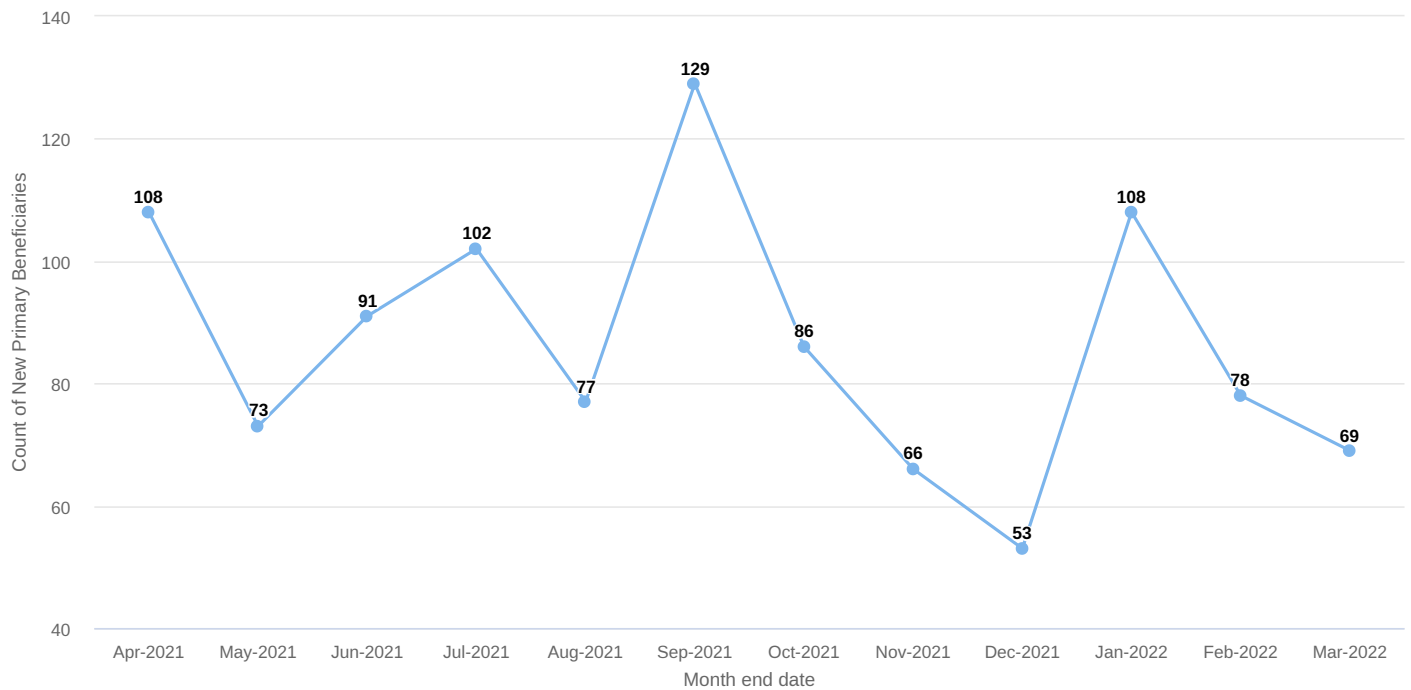


Section 2 - New Primary Beneficiaries

Chart 2 shows that new families continue to be introduced to the programme each month and the numbers of new beneficiaries show significant peaks at the start of the new academic and calendar year.

Chart 2: Monthly Uptake of New Primary Beneficiaries

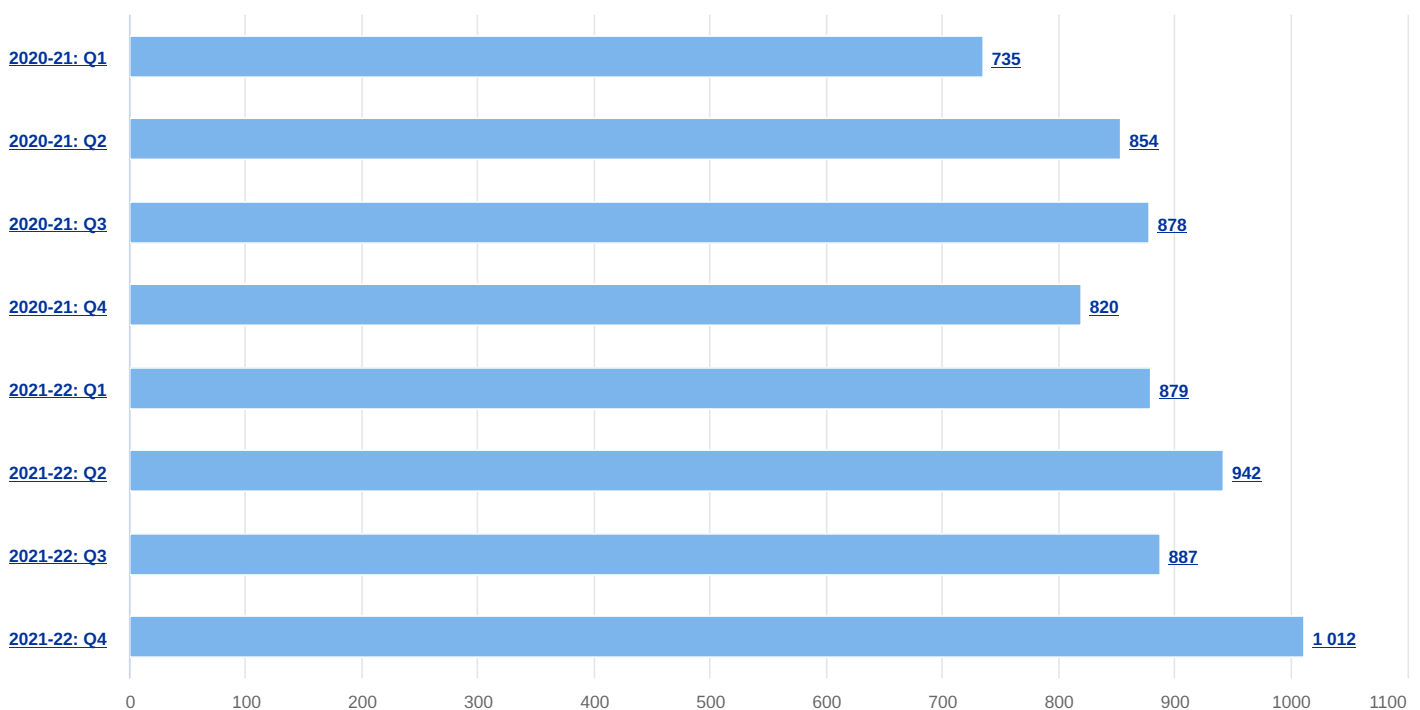
Monthly



Section 3 - Project Delivery

As Chart 4 from the Programme Activity Dashboard shows below, quarter 4 of the current financial year was the busiest quarter in the past 2 years, showing growth of activity since the start of this calendar year.

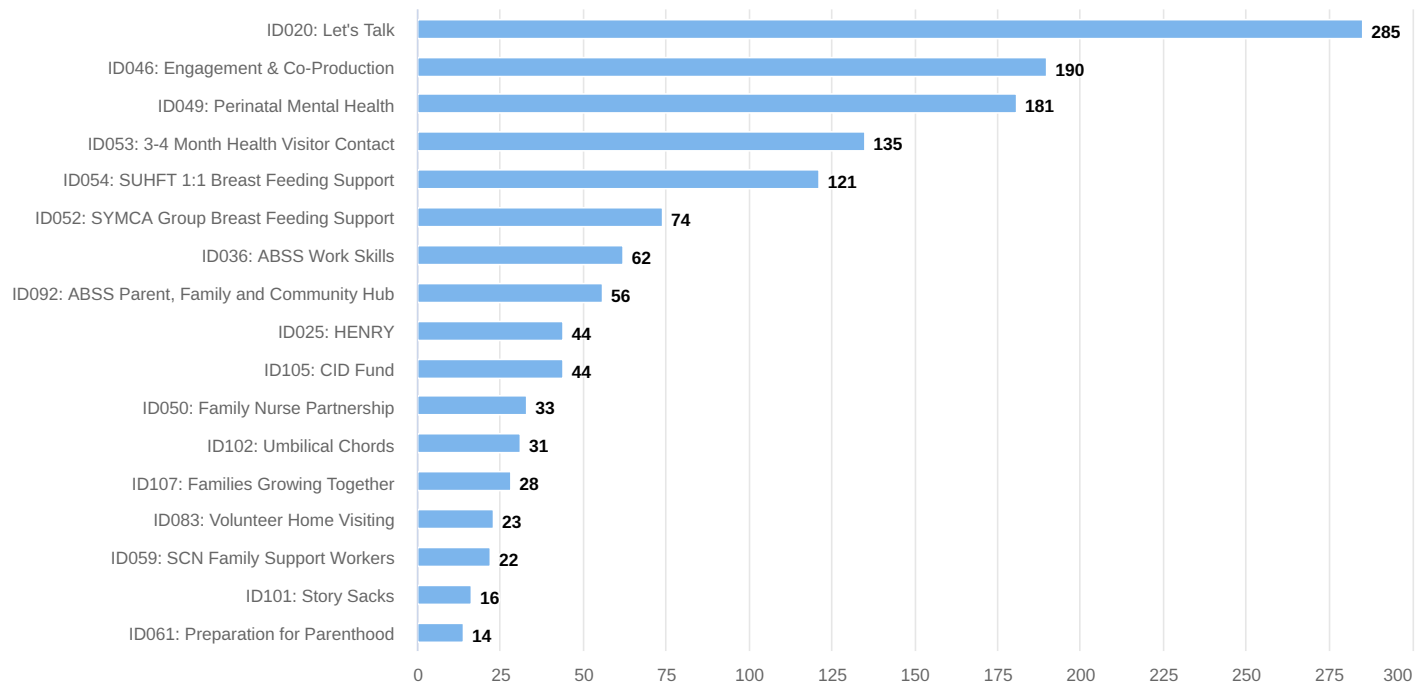
Chart 4: Count of Unique Quarterly Beneficiaries



Quarter 4 of 2021-22 is displayed in Chart 4a at project level, showing the relative reach of each project in terms of numbers of primary beneficiaries.

Chart 4a: Count of Quarterly Beneficiaries

2021-22: Q4



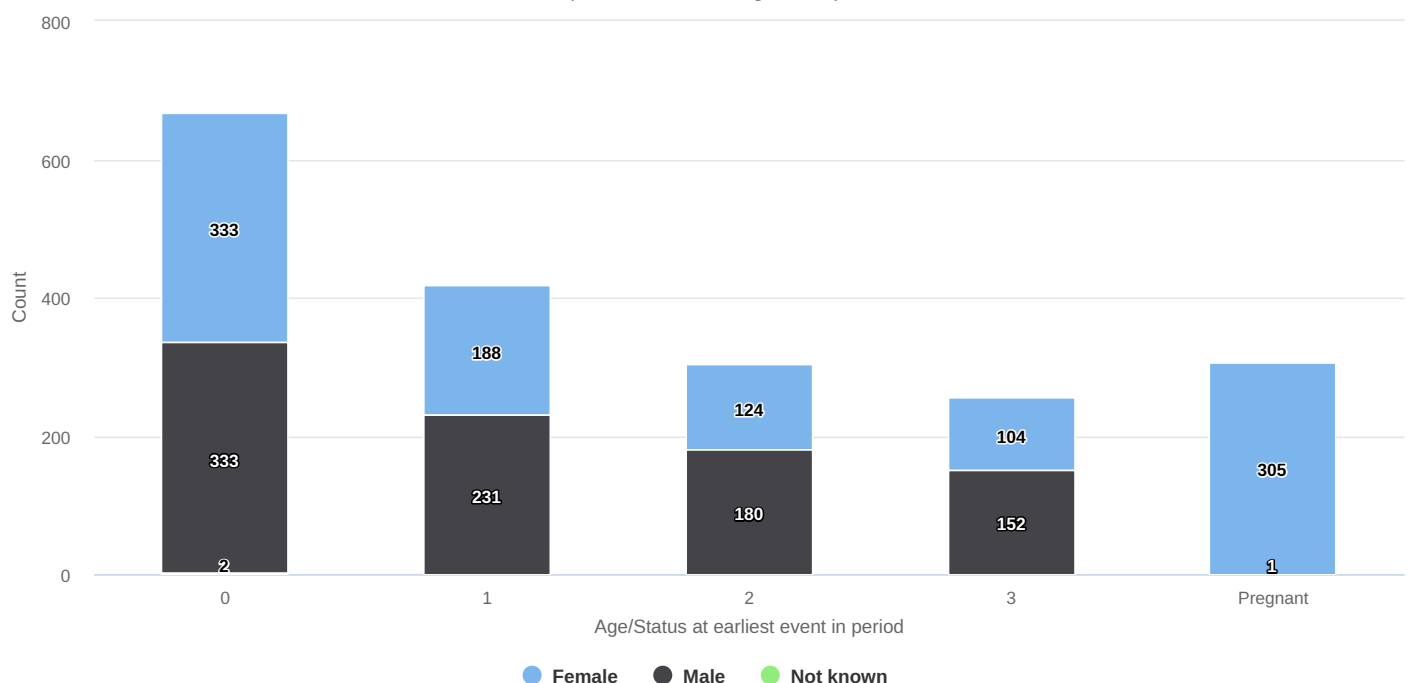
Section 4 - Age and Gender

Chart 6 extracted from the Programme Activity Dashboard below shows that there is a fairly even distribution of male and female beneficiaries and that there is an emphasis on engaging children from the earliest stage in their lives (i.e. age 0).

The number of pregnant primary beneficiaries that participated in the past 12 months has increased from **265** for the equivalent 12-month period ending one year ago.

Chart 6: Gender and Age Distribution of Primary Beneficiaries in Period

(Where Gender and Age known)

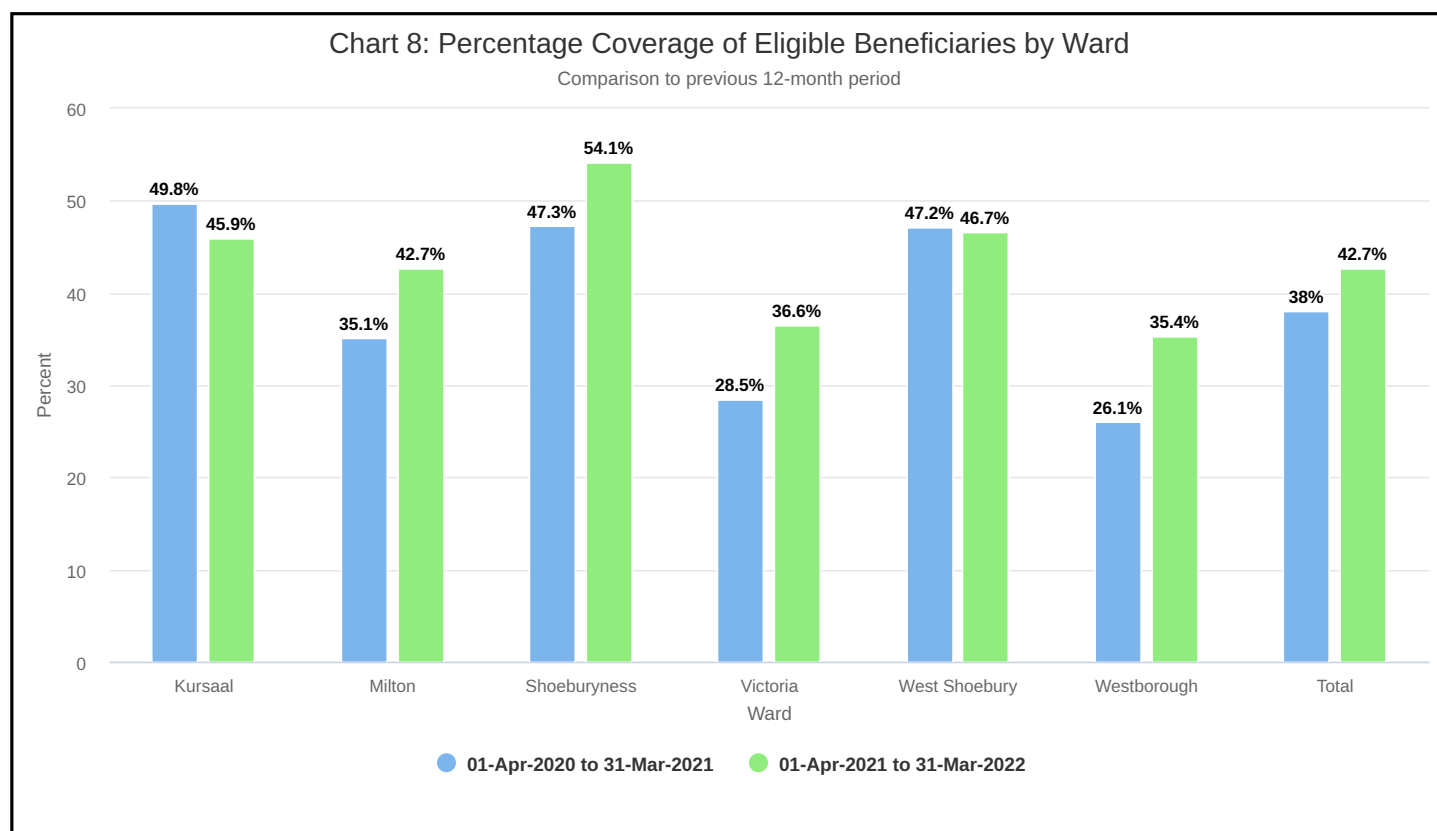


Section 5 - Delivery by Ward

Chart 8 extracted from the Programme Activity Dashboard shows a comparison of the percentage of eligible primary beneficiaries that have participated in an ABSS project during the past 12 months compared to the previous 12-month period. Over the combined ABSS wards (see the far right-hand bars) this percentage has increased and this is also the case for each of the wards with the exception of Kursaal and West Shoebury where there has been small reductions in the percentage of potential beneficiaries engaged by the programme.

Reach within the Kursaal, Milton, Shoeburyness and West Shoebury all equal or exceed the average reach across the entire ABSS wards and reach in Victoria and Westborough is below the overall average.

The difference in reach between the wards with the highest and lowest reach is **18.7** percentage points.



Section 6 - Delivery by Deprivation Level

The two charts below are partial extracts from the Programme Activity Dashboard and show a comparison of percentage delivery to all eligible beneficiaries for the current and previous 12-month delivery periods, by deprivation deciles. The top chart shows the most recent 12-month period and displays a higher level of reach in the most deprived areas (red bars). The percentages for all deprivation areas have increased from the previous 12 month period.

Chart 9: Percentage Coverage of Eligible Beneficiaries by Ward and Deprivation Level

01-Apr-2021 to 31-Mar-2022

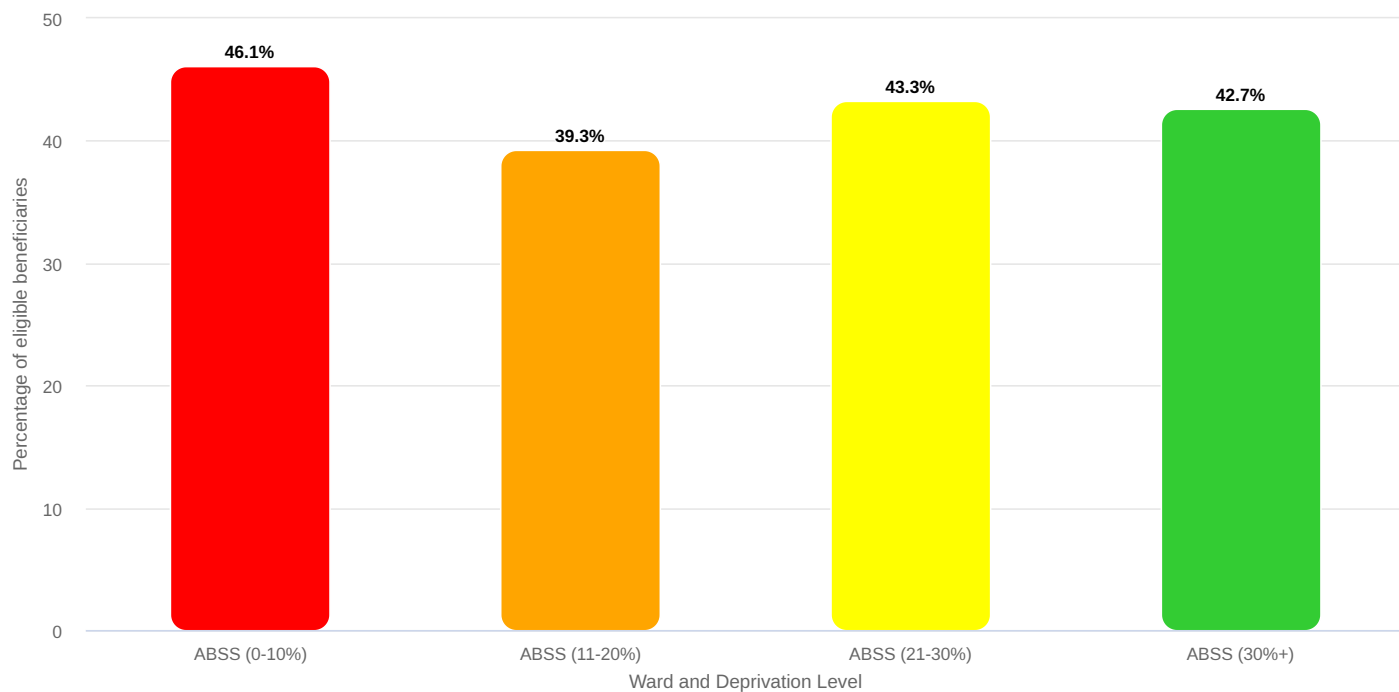
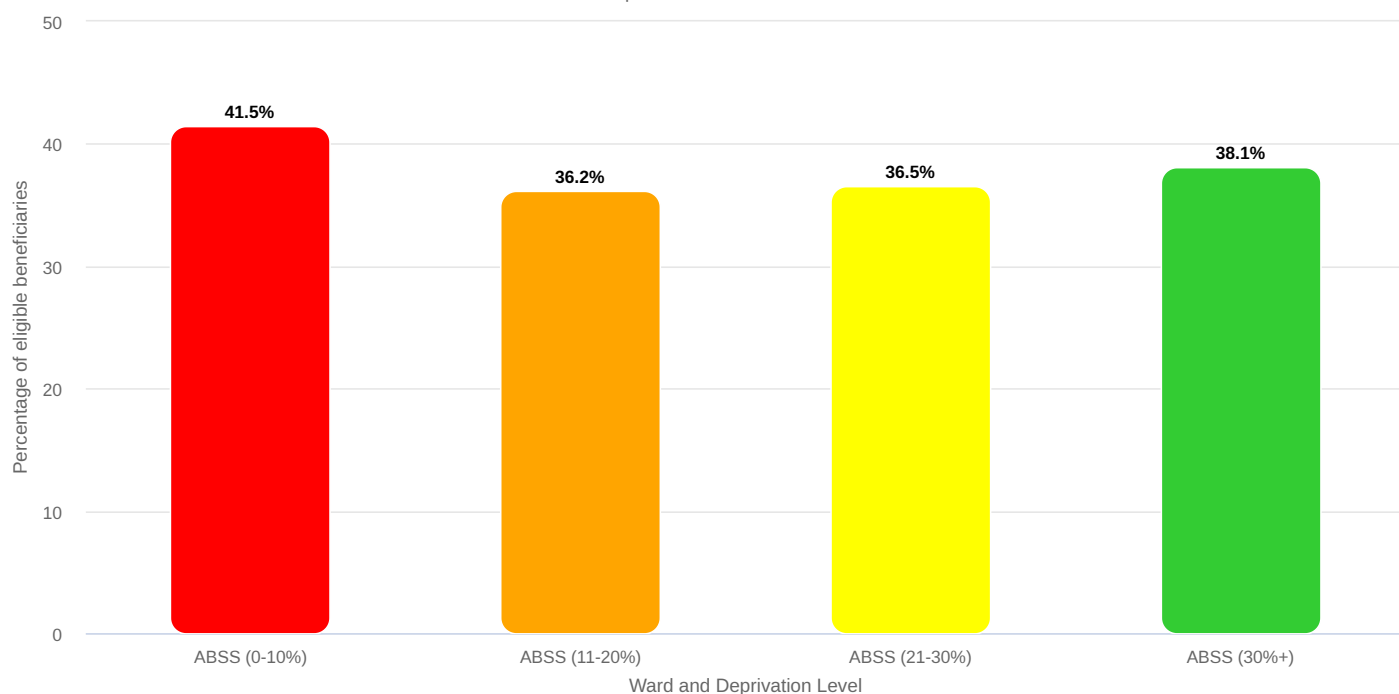


Chart 9: Percentage Coverage of Eligible Beneficiaries by Ward and Deprivation Level

01-Apr-2020 to 31-Mar-2021

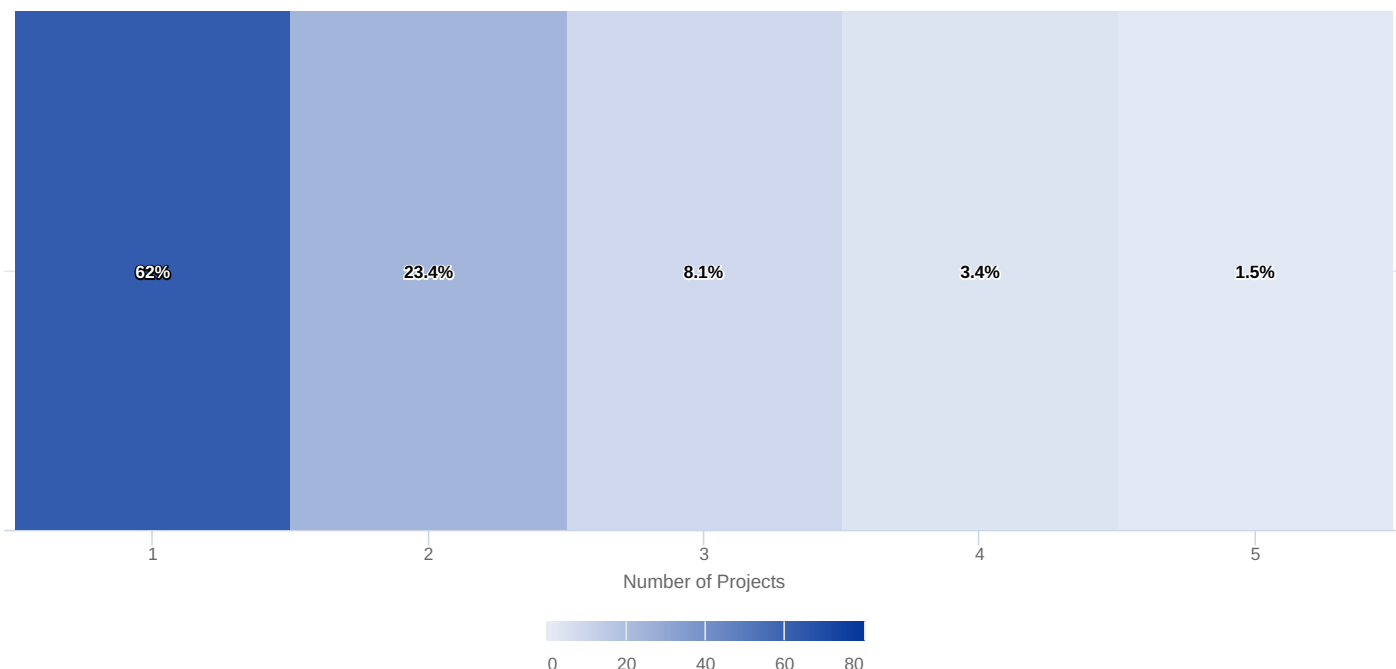


Section 7 - Participation in Multiple Projects

This chart shows the percentage of beneficiaries that have been involved in multiple projects over the course of the programme. For example, **38%** of all beneficiaries have been involved in more than one project, which demonstrates a good linkage between projects and retention of beneficiaries.

Chart 11: Count of Number of Projects Involvements

From the start of the Programme to period ending 31-Mar-2022



Section 8 - Current School Year of Primary Beneficiaries

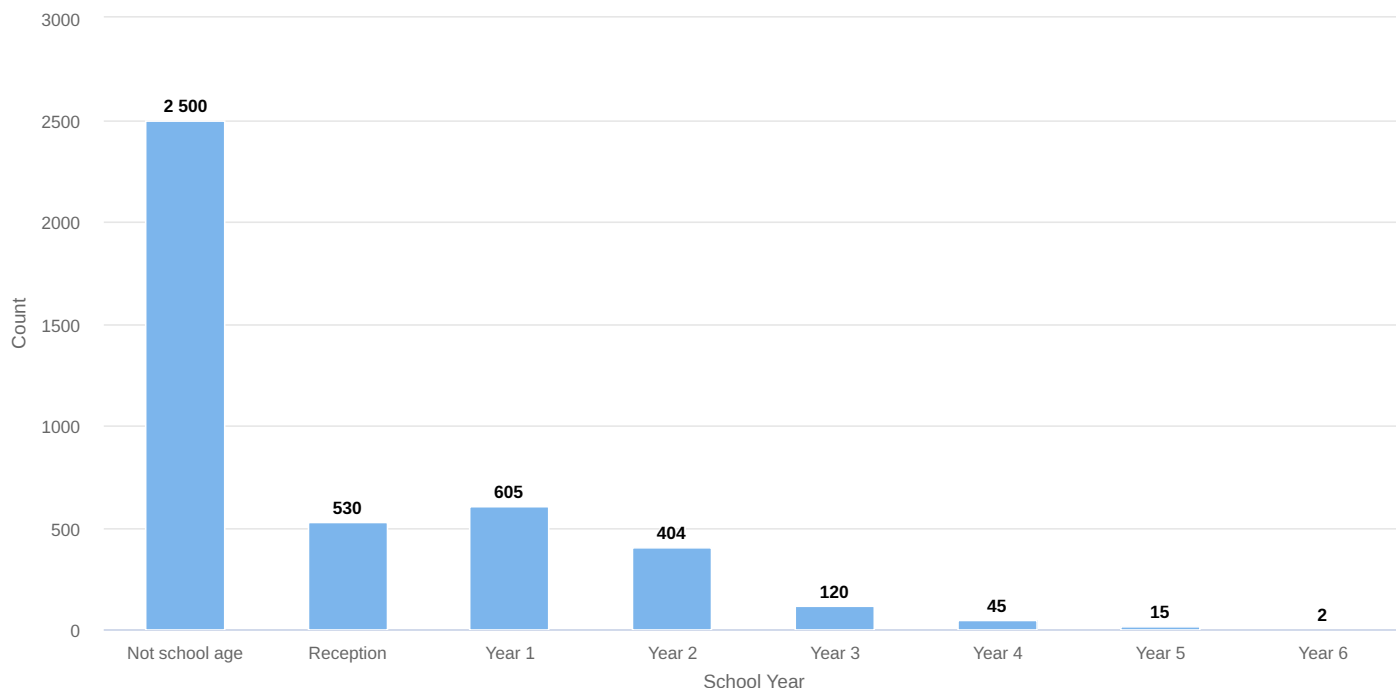
This final chart shows the current school year of all current and past primary beneficiaries. This is helpful when considering that a number of outcome measures reported to the National Lottery Community Fund are age-related. For example, the Early Years Foundation Stage Profile (EYFSP) and one of the National School Measurement Programme (NCMP) measures are taken during the reception year. The ability of A Better Start to improve these population-level outcomes is dependent on a significant proportion of those children being reached by the ABSS Programme.

For further details of outcome measures please click the following link to view the full dashboard:

https://sbcddata.shinyapps.io/ABSS_COF_Tool/ (https://sbcddata.shinyapps.io/ABSS_COF_Tool/).

Chart 12: Current School Year of all Primary Beneficiaries

From the start of the programme to period ending 31-Mar-2022



Appendix Four - Case Study

ABSS Project: Family Support Workers for Social Communication Needs

Case Study Title: Awaiting Diagnosis: Femi's Story

Our Family Support Workers have personal experience of parenting children with social and communication needs in Southend and can provide a wide range of support to other families struggling to navigate life with a child with additional needs.

Background:

Femi lives in Milton ward, Southend with his parents Abena and Hakim, and older brother Kofi. Femi is non-verbal, and his family have been working with a Paediatrician at a Child Development Centre, in order to receive an assessment for Autism Spectrum Disorder.

Abena and Hakim often find it tough to understand Femi's sensory needs, and sometimes feel overwhelmed. Feeling isolated, with little understanding of how to best support Femi, the family realised they needed support from people who had experienced the same things they were. They decided to contact the A Better Start Southend's Family Support Workers for Social Communication Needs.

Intervention:

English is an additional language for Femi's family, and so Abena sometimes finds it difficult to take him out in the community as she doesn't feel confident with her communication skills. Upon meeting the family, the Family Support Workers felt the best immediate action would be to help Abena and Hakim build a support network, and to suggest strategies to help Femi with his sensory needs.

Every child loves toys, and the Family Support Worker researched in depth to find toys that would fit Femi's needs, in line with the family's budget. Hakim reported that Femi was enjoying his playtimes much more, and that they were beginning to understand his needs better.

Next, the Family Support Worker signposted the family to Little Heroes, the friendly local drop-in service for families of children with Autism or awaiting diagnosis. Hakim attended the session with Femi and enjoyed it immensely. Femi got to play in the new sensory and soft play area, while Hakim spoke to local parents with children with Autism about local schooling and other provisions.

Outcomes and Benefits:

Before the Family Support Workers started working with the family, Abena's mental health had really declined, and she felt depressed. Understanding the difficulty this unique situation can present, the Family Support Worker offered a listening ear, and planned for her to attend a private session at Little Heroes with the family to support her in taking such a big step.

When the Family Support Worker first arrived, Abena and Hakim differed on their preference for education, with Hakim favouring the idea of Femi receiving additional support in school, while Abena was only considering mainstream placement. The Family Support Worker worked with the family to identify specialist provisions in the community and discussed the possibility of Femi attending a SEN school. Abena, for the first time, began to understand that Femi may need additional support; a real breakthrough for the family.

Hakim, Abena, Femi and Kofi are still receiving support from the Family Support Workers and a very valuable relationship has formed. The family have spoken of the benefits of receiving the support, with Hakim saying: "it is nice to speak to someone who has been through it before, who has shared that experience."

Hakim continues to attend the Little Heroes hub with Femi and has begun to build a valuable support system with other local families like theirs. The family have also established helpful links with other local charities and services, which means the family will continue to receive consistent, specialist support for Femi.

Abena continues to engage with the process positively and works through any challenges she faces with the Family Support Worker. The continued work with their Family Support Worker will give her the confidence she needs to begin venturing out into her community with Femi.

**Names have been changed to protect anonymity.*

Appendix Five - Project Names and Workstreams

Project Title	Work Stream	Delivery Status	Delivery Partner
121 Breastfeeding	D & N	In Delivery	MSE Hospital Trust (previously SUHFT)
Group Breastfeeding	D & N	In Delivery	YMCA
3 - 4 Month Contact	D & N	In Delivery	SCC
HENRY Healthy Families	D & N	In Delivery	HENRY
Southend Supports Breastfeeding	D & N	In Delivery	SCC & EYA
Infant Feeding Supervisor Lead	D & N	In Delivery	SCC
Maternal Healthy Weight	D & N	Paused	TBD
UNICEF Accreditation	D & N	Paused	TBD
Public Health Midwife	D & N	Mobilisation	TBD
FOOD Club	D & N	Mobilisation	Family Action
Family Nurse Partnership	S & E	In Delivery	EPUT
Perinatal Mental Health	S & E	In Delivery	EPUT
FSW SCN	S & E	In Delivery	SCC & EYA
Your Family	S & E	In Delivery	EYA/ABSS
Preparation for Parenthood	S & E	In Delivery	HENRY
Volunteer Home Visiting Service	S & E	In Delivery	Home Start
Families Growing Together	S & E	In Delivery	Trustlinks
IDVA	S & E	In Delivery	Safe Steps
Let's Talk	C & L	In Delivery	EPUT
WellComm Screening	C & L	In Delivery	EYA
Talking Transitions	C & L	In Delivery	EYA
Sensory Story Time	C & L	In Delivery	Chaos and Calm
Story Sacks	C & L	In Delivery	SAVS/Southend Library/EPUT
Umbilical Chords	C & L	In Delivery	YMCA
Engagement	CR	In Delivery	SAVS
Engagement Fund	CR	In Delivery	SAVS
CID Fund (Process and applications)	CR	In Delivery	N/A
Coproduction Champion	CR	In Delivery	SAVS, EYA, SBC
ABSS Parent, Family and Community Hub	CR	In Delivery	ABSS/SAVS
Work Skills	CR	In Delivery	SCC
Engagement Fund COVID-19	CR	Closed	SAVS
Hamlet Court Road in Harmony	CR	Service Design	

Festival of Conversation	CR	Service Design	
Welcome to the UK	SC	In Delivery	Welcome to the UK
Data Input - ESTART	SC	In Delivery	FAMILY ACTION
First and Foremost	SC	Closed	EYA
The Dartington Service Design (0-19 mapping)	SC	In Delivery	Dartington
SCC Data Analysis	SC	In Delivery	SCC
Joint Paediatric Clinic	SC	Paused	Southend CCG
Programme Evaluation Partnership	SC	In Delivery	UofE
RSM Summative Evaluation	SC	In Delivery	RSM
Information Governance Specialist Consultant	SC	In Delivery	K8 Data Protection Consultant
AARI	SC	Paused	Equinox (ended) new TBC
Digital Strategy (Inform)	SC	In Delivery	
Reception at Centre Place	SC	Service Design	