

27 June 2018	ITEM: 12
Full Council	
Report of the Cabinet Member for Education and Health	
Report of: Councillor James Halden, Cabinet Member for Education and Health	
This report is Public	

Executive Summary

It is my honour, for the third time, to present my annual report regarding the state of the Education and Health Departments. It's been a remarkable 2 years and team Thurrock have achieved tremendous things.

In education, since 2016, via free school bids we helped to secure or school expansions we have approved, we are investing well over £70m to build around 3,500 good or outstanding school places.

In health, since 2016, we have worked amazingly well with the Thurrock Clinical Commissioning Group (CCG) on schemes like the GP improvement plan, where we have gone from 2 GP surgeries being rated good to 21. We have built a wide coalition of partners who are reforming and co-locating acute and primary care with our Integrated Medical Centre scheme, with circa £80m investment from all partners.

It is time to build on these excellent foundations so that we can achieve the borough we want in the long term. This consists of three key elements:

A - Ending institutional fragmentation. For example, embedding early mental health services in schools and other health settings means we can proactively tackle issues before they cause a domino effect in our citizens lives and in the system.

B - Getting in the “building business”. We must deliver on our ambitious capital programme as it grows system capacity and choice in the education and health market. It is this choice and therefore healthy competition, that drives forward improvement.

C - A leading and permanent place in the Thames Gateway. We need to be selling the results of our skills and out-of-hospital work to ensure we shape the wider work of the Mid and South Essex Sustainability and Transformation Partnership (STP), rather than be shaped by it.

This is an exciting time, and between Cabinet and officers, we have the energy, vision and experience to deliver for the people we all serve.

I will now outline the strong successes achieved by the Departments and our plans for the future under the two main headings of 'Health' and 'Education'.

PART 1 - HEALTH

1. GP STANDARDS PLAN

We have launched a major programme of Primary Care development which is leading to demonstrable improvement in the health of our residents. Working closely with NHS Thurrock Clinical Commissioning Group (CCG) we have recruited three Public Health Primary Care Development Managers that form part of a joint team responsible for working directly with our GP surgeries to embed best clinical practice. This has enabled us to:

- Develop a GP Standards Profile Card providing each surgery with their latest performance benchmarked against the 20 surgeries with the most similar practice population across England and enabling them to understand the areas of clinical practice in which they are performing well and where they may require some assistance to improve; and
- Provide every GP surgery team with at least one face to face visit from one of our Public Health Primary Care Development Managers to discuss their profile card and to agree a joint improvement action plan which will undoubtedly lead to improvements.

To support these visits, the Public Health Team in association with the CCG, is introducing a local 'stretched quality outcomes' contract for all of our GP surgeries which fills the funding gap (£250k is set aside for this in the Public Health Grant) to delivers additional resources to find and treat the remaining 20-30% of patients outside the existing QoF - recognising that these are often the 'hardest to reach' cohort of patients.

Investing in Primary Care in this way is a win-win situation; not only is it good for our residents' health and for our local health and care economy, it delivers significant savings in preventing more expensive hospital and social care treatment costs from avoided serious health events such as heart attacks and strokes. This can only be a good thing and has my wholehearted support.

2. ORSETT HOSPITAL (INTEGRATED MEDICAL CENTRE PHASE 1)

We have ensured the agreement of a Memorandum of Understanding signed between Thurrock Council, Thurrock Clinical Commissioning Group (CCG), Essex Partnership University Trust (EPUT), Basildon and Thurrock Hospital (BTUH), and our NHS Community Provider (NELFT). The MoU states very clearly that no clinical services will move out of Orsett Hospital until the 4 IMC's are up and running. Further to this, we will be keeping our out-of-hospital, diagnostic and other services in the borough, co-locating

them with primary care such as GP and other local services. This demonstrates the collaborative approach we have built in Thurrock across the health and social care system and ensures our residents continue to have the best resources available to them. The MoU will deliver quality care through the development of the four new Integrated Medical Centres, fulfilling our promise to provide support closer to home. I am the first person to state how well Orsett has served our local population over the years, but I'm clear that the future must move us beyond a focus on buildings.

3. INTEGRATED MEDICAL CENTRES (IMCs): PHASE 2

We are committed to delivering a responsive and flexible health and wellbeing system closer to where people live. This means a system that delivers the right solution at the right time and in the right place for the individual. Originally the idea of IMCs was about improving the quality and capacity of Primary Care, which is something I feel extremely passionately about. However, we recognised that the IMCs presented us with an exciting opportunity to deliver our vision right to the heart of the community to ensure what we provided and how we provided it was truly 'place-based'. We want to build on our vision so that IMCs can become centres of excellence in the community – community led and encouraging people to take greater care of their own health and well-being.

This is a truly exciting proposition and one we intend to realise. To this end, we have started work with Basildon Hospital and other partners to see how we can move more hospital and mental health services into our community, with the opportunity of new builds and improvements to current assets, such as the new residential home to be built in Ockendon, and the current Collins House in Corringham. BTUH have recently written to us outlining that they wish to work with us on this work.

4. SUSTAINABILITY AND TRANSFORMATION PARTNERSHIPS (STPs)

The changing NHS landscape over the last few years has led to Sustainability and Transformation Partnerships (STPs) existing across the whole country. These are intended to improve the planning and delivery of health and social care over a larger geographical area. In our case we are part of the Mid and South Essex STP. Whilst I accept that it makes sense for some services to be planned and organised across a larger geographical area than Thurrock – e.g. specialist services such as cancer. It is important that this enhances our local decision-making and our local services rather than takes it away. It is important that the primacy of the local Health and Well-Being Board is respected and we have benefited from having a strong local partnership with our local coterminous Thurrock CCG. Any planning or provision over a larger geographical footprint must give added value and support this local focus. We have been assured that this is the case, but we will always be on-guard against "mission creep".

Thurrock, with its work on IMC's and other initiatives, is seen as a real leader in the STP. By pressing forward with our mental health efforts and with further IMC work, we will cement our place in Mid/South Essex and ensure that we lead, and don't follow, the conversation.

5. STRONG PARTNERSHIP WORKING

Whilst the regional and sub-regional Health landscape can be frustrating, I am extremely proud of the excellent relationships we have built with our local CCG. Our strong relationship with the CCG, key health providers and the voluntary and community sector in Thurrock has enabled us to achieve an energetic and focused Health and Well-Being Board and a highly regarded Transformation Programme (in partnership with the CCG and Voluntary and Community Sector) called 'For Thurrock in Thurrock'. As a result of our strong and embedded relationships with the NHS locally, our Better Care Fund has been able to grow from strength to strength and now totals in excess of £40m. We have developed some excellent local integrated services e.g. Thurrock First our new Single Point of Contact across health and social care. We must not lose this local focus because that is how things get done and I will continue to provide my full support to ensure that our partnership across health and care goes from strength to strength.

6. MENTAL HEALTH SUMMIT

Poor mental health in children and young people is increasingly being recognised as a national problem. The latest evidence suggests that one in every 10 young people in our schools is living with a diagnosable mental health problem. The referral rate to Child and Adolescent Mental Health Services has increased nationally by 64% over the last three years. Anecdotally, I have become aware that our local Head Teachers are reporting poor mental health of their pupils as one of the reasons behind school exclusions.

As with many public health issues, the reasons behind the rise in mental health referrals is complex and multi-factoral, but we are determined to tackle this growing problem head on and ensure the mental health of our local children and young people is promoted and protected. Our Public Health Team has recently undertaken a major piece of work to understand the extent of this issue locally, the underlying causes behind it, the published evidence base in terms of what works best to address it, and the effectiveness of the services currently in place to help tackle it. Their findings are contained in their latest Joint Strategic Needs Assessment Product on Children and Young People's Mental Health.

Building on this comprehensive piece of work, in May 2018 we organized a "Schools Based Mental Health Summit" to launch the JSNA product and start a 'big conversation' with schools, young people, health and voluntary sector partners about what else we needed to do to improve the situation. The day was a huge success with over 100 delegates attending for our local schools and other key stakeholders. We identified

some fantastic work being undertaken by some schools in this area, but also a level of fragmentation of current services.

Moving forward, this administration is committed to working with schools, health partners and the third sector to develop an integrated programme of support to improve the protective factors and reduce risk factors pertaining to young people's mental health. Over the coming year we will work to develop School Based Mental Health Improvement Teams that will build capacity within our schools to improve the mental wellbeing of young people, including developing the PHSE Curriculum, upskilling teachers and implementing evidence based programmes of work, for example to tackle bullying.

7. WORK OF THE HEALTH AND WELLBEING BOARD

I have been Chair of Thurrock Health and Wellbeing Board since July 2016. The Board is multi-agency and responsible for developing and overseeing the implementation of Thurrock's 5 year Health and Wellbeing Strategy, launched in July 2016. The comprehensive strategy comprises 5 Strategic Goals that sets out action required to ensure that Thurrock people can 'add years to life and life to years'. An annual report setting out progress made against Health and Wellbeing Strategy outcomes is published each July and I'm extremely pleased with the progress made.

In addition to driving forward the Health and Wellbeing Strategy the Health and Wellbeing Board has also informed and approved Joint Strategic Needs Assessments on children's mental health, adult mental health and whole system obesity, which have informed policy direction and programme development across the entire Council and beyond.

This year, we will give focus on BTUH performance, cancer waiting times, air quality, and the ambulance service.

We have been keen to ensure that the Board provides a forum which both supports, challenges and holds partners to account. We have instigated a performance framework and have ensured that key strategic issues are debated and discussed. Over the past year, this has included the Mid and South Essex STP consultation, the Better Care Fund Plan, and the New Model of Care 'case for change' for health and care provision in Thurrock. I have also made sure that I link with my counterparts in Essex and Southend where it is important to do so – which has been vital in the case of the Mid and South Essex STP consultation. Protecting Thurrock's interests to maintain and improve the health and wellbeing of our residents is my overriding priority for the work of the Board.

8. KEY WORKER HOUSING

We know that there are some significant staff shortages in key areas in the local health, social care and education economy – social workers, teachers and nursing in particular. Individual schools have come up with innovative approaches to tackle this and Basildon Hospital Trust have also identified the need to provide accommodation for their own nursing staff. I am keen that the Council plays its part in this and following discussion with the Cabinet member for Housing, officers will look at this again during 2018/19 when this administration is reviewing our Housing allocations policy.

9. SUCCESSES TO BE PROUD OF

Whilst my report has reflected a number of achievements, I do want to share a few that I'm most proud of:

- Quality of GP services: When I first became portfolio holder, there were 2 GP practices rated as 'good' by CQC. Today, there are 21.
- Careline is now a free service. We have been replacing hard-wired alarms in our Council properties with new dispersed alarms attached to a telephone landline, to provide a more efficient and reliable service. Work began in December 2017 with nearly all sheltered properties now being completed – with the remaining properties to be completed by the end of July. I am clear that technology must play a pivotal role in how we transform what we do and how we ensure people can remain as independent as possible.
- The young person's substance misuse service - another year with strong performance whilst developing the service by adding another student social worker post and enhancing the peer mentor scheme to offer accreditation. The team has a very strong reputation in the Borough, with roughly half of their activity being prevention-focussed across schools and agencies. They recently co-located a worker in the Youth Offending Service one day a week
- The adult drug and alcohol treatment service - the service is working effectively with partners and recently held a launch at which the ex-Arsenal and England football legend Tony Adams gave an impassioned keynote speech of his life off the pitch and his former battle with alcohol addiction. The service now diverts rehabilitation support into community rather than residential settings. Not only is this cheaper but it's also far more effective both in terms of cost and outcomes.

PART 2: EDUCATION

1. EDUCATIONAL LANDSCAPE ACROSS THURROCK

Thurrock has nearly two hundred early year's providers which include day nurseries, pre-schools and child-minders. At the time of presenting this report, almost 100% of the providers were rated as good or outstanding by Ofsted. This is as a result of a rigorous audit and improvement system delivered by our Early Years' Officers in the School Improvement Team.

I have the pleasure to confirm that the Early Years' Team have successfully rolled out the Government's new initiative to support parents in work and getting parents back to work – 30 hours funded early education and childcare for three and four-year olds. I'm extremely pleased that this has resulted in nearly 1200 children benefiting from funded places in early years settings this academic year alone. Over 650 two year olds from eligible families have benefitted from taking up a funded 15 hour early education and childcare place. These children, along with all other children who attend an early education or childcare setting or school are all being provided with a great start which will continue throughout their time in education in Thurrock. This has been and remains a clear priority for me and one that I will continue to pursue.

The results of our extremely positive work are showing dividends for Thurrock children and really providing them with the best start:

- of the 52 schools in Thurrock, 94% are rated 'good' or 'outstanding' by Ofsted – including Harris Mayflower, which opened in Chafford Hundred in September 2014, then moved to a brand new school in September 2016, and was judged to be outstanding at their first inspection in the last academic year;
- 76% of children at the end of Reception year (age 5) reached a Good Level of Development (GLD) which is above the national average of 71%;
- in Year 1, 84% of children in Thurrock reached the expected standard in phonics compared to 81% of children nationally and at the end of Year two (age 7) children sat their first Standard Assessments Tasks (SATs) and 66% of them achieved the expected standard in all three subjects; reading, writing and maths;
- at the end of year 6 (age 11), nationally 61% of pupils reached the expected standard in all three subjects; reading, writing and mathematics. The validated data for 2017 shows that 61% of Thurrock children also reached the expected standard; which is a 12 percentage point increase on the previous year;
- at GCSE level, 61% of young people achieved GCSEs in English and Maths in the new grading system of 9-1. (9 being the highest and 4 being a standard pass). As this is the first year of this new grading system for English and Maths only, we are unable to make comparisons or identify trends.

Our hard work is paying off and I'm pleased to say that if recent trends continue, we should see improvements across the age ranges and phases of education.

Of course, the drive for higher school standards is a constant endeavor. We are currently looking towards a restructured team and strengthening our mock ofsted and HMI function. We hope to see launch a "year of aspiration" where we will offer full mock inspections to all of our schools and help them put in place any locally agreed improvement and reform plans.

2. INCLUSION UNITS

This year has seen some significant changes in how we support primary pupils who are permanently excluded. One of Thurrock's key strengths is its partnership with schools and we have been able to very quickly identify schools to support us in the delivery of primary inclusion units following the brave decision to end provision via the Primary Pupil Referral Unit. We have two schools offering this provision and will be looking to increase that to four in the autumn term. Our clear ambition is for the reintegration of the inclusion units into mainstream schools. We do not believe that primary aged children should be in an alternative provision for more than two terms unless there are exceptional circumstances which mean that this is the best place for the child. To support this, I have asked the Department to establish a fair protocol access panel which will focus on the placing of primary children into other mainstream primary schools.

3. BRIGHTER FUTURES – CHILDRE CENTRES

Following a significant review and re-structure of the Children's Centre service, I am pleased to announce that improvements to the service can be evidenced through the increase in the number of sessions, activities, and health services on offer to families.

This includes:

- Parent Outreach Workers increasing the numbers of families they have worked with from 282 families in 2017 to 318 families this year;
- The number of sessions delivered by Children's Centre staff increasing by 34%;
- The number of families registered with the Children's Centre Service increasing by 6% since September 2017; and
- The number of people attending sessions or services in Children's Centres increasing from 42,000 across the service in 2016 to nearly 45,000 in 2017.

In order to support the work of the Brighter Futures Prevention and Support Service, I am pleased that a number of new services have been developed for families with children up to the age of 11, and there are plans in place to train staff to develop services for families with children and young people up to the ages of 18, or 25 for a young person with SEND.

4. LOBBY UNIT - FREE SCHOOL PROGRAMME AND EXPANSIONS

Our clear ambition and commitment is to the development and expansion of Free Schools in Thurrock to meet the increasing demand for high quality school places. This steer and the support of the lobby unit we established 2 years ago has resulted in successful bids for three free schools (two secondary and one special school). Officers are now working hard to ensure the delivery of the schools.

The successful Free Schools include:

Orsett Heath Academy - mainstream, 8FE, 1,200 place secondary with a sports specialism. The new school would be part of the South West Essex Community Education Trust.

Thames Park - 6FE, 900 place secondary. The new school would be part of the Osborne Trust. A site is yet to be identified for this school and will be the subject of a separate Cabinet Report.

Treetops Special Free School; special, all-through school with 140 places for pupils between the ages of 4-16 catering for Moderate Learning Difficulties and Autistic Spectrum Condition

Following successful work with the Education Skills and Funding Agency (ESFA) suitable land for the three schools has been identified and site appraisals for have been undertaken.

Our aim is that the new schools will be delivered by 2021, which will support the demand for the much needed secondary school places in the Borough.

In addition, I am pleased that the schools capital programme will see the following school expansions:

- St Clere's School is in the process of expanding by 1 FE. This will provide an additional 30 year 7 spaces and a total additional whole school capacity of 150 places. The programme of works is being phased to enable the classrooms to be ready for the Year 7 intake in September 2018.
- The Ockendon Academy has expanded by 1FE and works are due to complete this month. This will provide an additional 30 year 7 spaces and a total additional whole school capacity of 150 places.
- East Tilbury Academy is currently in the process of expanding by 1FE. This will provide an additional 30 Reception spaces and a total additional whole school capacity of 210 places. The programme of works is being phased to ensure delivery of the classrooms for September 2018.
- Corringham Primary is expanding by 1FE. This will provide an additional 30 Reception spaces and a total additional whole school capacity of 210 places. The project is currently at detailed design stage with the programme due to complete August 2019.
- In addition, we support a SIFF bid from the Gateway Pioneer school in Tilbury, and combined with our capital support, they now have circa £6m to totally rebuild one of the worse school buildings in Thurrock.

The programme will deliver the expansions in phases, the first phase being the classrooms, ensuing we have achieved our aim by meeting our statutory duty to provide pupil places.

In addition we saved the Harris Free School in Purfleet by building confidence with the ESFA that the Council could work with them to deliver this major project within timescale.

5. GRAMMAR SCHOOL

We have and remain clear that we must create ways of offering our young people the opportunity to access the broadest range of educational pathways. We have the opportunity to accelerate our ability to do so by making use of a recent government announcement of £50m to support the expansion of existing Grammar Schools targeting young people who would not normally access these opportunities. This year, we will focus on developing a formal partnership with an existing Grammar school to look at ways in which Thurrock young people can be offered this opportunity. A range of support will need to be provided to support the delivery of this ambition and the Department, with my full support, will be looking at potential funding routes to support this to happen.

6. SEND

The Department has recognised that the current capacity to deliver high quality services to families with a child with additional needs coupled with the new Educational Healthcare Plans has provided many challenges. This led us to take the opportunity to restructure our SEN department. This will be finalised in June this year with a review period in 6 months' time to ensure that we are providing high quality services across Thurrock. The service has increased management capacity and oversight to ensure that performance against the statutory timescales is improved and these vulnerable children receive an education and health care plan in a time that suits them.

In addition, we are working hard with our Post-16 providers to ensure that we create the appropriate facilities to support post-16 learners with additional needs and will continue to look at the potential for a Free School application to enable us to provide a more localised offer for those young people with social and emotional needs. We continue to seek innovative ways of supporting learners and our Supported Internship programme working in partnership with Thurrock Lifestyle Solutions and the Adult Community College has provided a range of extended work placements to enable learners to gain the skills to secure employment pathways.

7. HEADSTART HOUSING

In 2016, Children's Services and Housing developed a strategic partnership to pilot a Local Authority owned House of Multiple Occupation. The purpose of the pilot was to address some of the key barriers young people face in finding suitable accommodation, at an affordable rate, whilst receiving support to enable sustainable employment and

independent living. At full occupancy, from day one, the first HMO generated income to the Council that was reinvested in another property to create a second HMO for the pilot.

To date, I am pleased to announce that nine individuals all employed or in full time education, that had unstable living arrangements have benefitted from the accommodation. Since its inception, we have made savings of £128,785 (combination of Out of Borough Placements, supported accommodation and social housing).

In December 2017, I took a paper to Cabinet who approved the up-scaling of this programme, as Headstart Housing. The Department is working with Housing to identify or modify a further four additional properties to provide HMO accommodation for a further 12-16 young people. In doing so, we anticipate generating further cost reduction whilst ensuring that care leavers have a package of support that is provided cross directorate.

We have removed all care leavers (18-21) from council tax, with further council tax relief up to 25 in certain circumstances. This is in addition to the pastoral support we offer (careers, skills and debt). With regular visits from a joint housing and children services team, we are making sure that our school is driving positive outcomes and that we are seeing the “whole child”.

I am extremely proud of what we have been able to achieve for our young people under this initiative

8. INSPIRE YOUR FUTURE

In April 2017 I presented a paper to Cabinet who approved the position of “Inspire Your Future”. “Inspire Your Future” brings together a range of young people-related services with a clear business and commercial rationale which translates into ‘Growing a business within a business’

Cabinet agreed a three year business plan for the ongoing development of the services and outlined below give the key performance indicators and update after the first year of delivery, which I think reflects the strength and depth of the approach:

- **NEET to go below 1.5%** - NEET percentage has been reduced to 2% in 2017-2018 with Thurrock placed as 4th in the country for its combined NEET and Unknowns figure.
- **Unknown figure to be in the top 5% of the country** - The Unknown figure has been reduced to ‘0’ with the Council in 1st place in the country.
- **Care Leavers into EET 75%** - The EET figure is on the right trajectory at 70% with plans in place to further improve performance which exceeds statistical neighbours.

- **Every 16 year old has access to impartial careers advice** - Inspire Thurrock Careers have been bought into over 80% of the schools offering impartial careers advice to the Year 11s. All Thurrock young people get a September Guarantee offer for an educational place – during this process young people with an unclear educational destination are identified and supported via the Inspire Youth Hub.
- **September Guarantee 2017** - stands at 100% ensuring that every 16 year old had a place of learning reserved for them in September 2017. September Guarantee 2018 is on the same trajectory.
- **Grangewaters** - this is the first year that Grangewaters has made a small surplus of just under 2k we have an ambitious plan to grow our income over the coming years.
- **Commercial opportunities** - across Opportunity South Essex. Inspire Thurrock Careers have delivered one off sessions in Basildon schools; through the National Collaborative Outreach programme projects will be delivered to schools/colleges in Canvey and Benfleet.
- **Access to Russell group universities** - a range of inspirational assemblies, projects, hand holding sessions and parent events have been initiated to support progression of Thurrock young people into Russell group universities where appropriate and increase access to HE in Thurrock as a whole.
- **To lead on the work of partners to support pathways into employment, e.g. work undertaken with the Local Enterprise Partnership** - Ongoing work with the LEP is gaining momentum; schools have been partnered with Enterprise Advisers whose work will complement the Careers Strategy in each school. Future exciting projects on enhancing collaboration of education with business are underway.
- **To raise aspirations of students to not settle for easily accessed employment opportunities but stretch to fulfil their potential** - Inspirational summer Schools aimed at HE degree apprenticeships have been an overwhelming success in summer 2017 and will be continuing in summer 2018. During these sessions not only are new educational routes identified but encounters with employers are brokered.
- **To work with alternative provision market to ensure we support the reintegration of young people into the mainstream education/employment system** - Career advice is offered not just in the Olive Academy but in special schools, i.e. Treetops and Beacon Hill. Emphasis is placed on a positive progression into an educational destination and apprenticeship routes as they prove to be the most viable for this cohort.
- **Youth Employment Initiative On-Track Thurrock** - On Track is a Youth Employment Initiative programme for young people aged 15-29 in Thurrock. It is part funded through the European Social Fund and managed by the Department for Work and Pensions. This 2.5 year programme is a £3.2m match funded project successfully won by Thurrock Council in 2015 with key targets to be achieved by July 2018

9. YOUTH OFFENDING SERVICE

I'm pleased that the Youth Offending Service continues to be at the forefront of tackling the emergence of gangs in Thurrock. The Multi-Agency Risk Assessment Group looks at gangs, and potential exploitation of young people including trafficking. The Group meets monthly to review and track children where there are concerns, and focuses on multi-agency safety planning and disruption of activities of gangs and other groups or individuals to reduce risk. To date 8 young people have been referred to the National Crime Agency's National referral mechanism.

We continue to be proactive in tackling gang behavior, and the first Criminal Behaviour Order has been implemented on an identified Thurrock gang member. A number of identified gang members have been moved out of Thurrock through effective partnership working. An inspection by the Home Office Gang Unit last year acknowledged the extensive local knowledge of gang activity and commended our responses. The YOS performance on reoffending easily outstrips both statistical neighbour and national performance, which demonstrates the effectiveness of the interventions being deployed.

The Police and Crime Commissioner has recognised the value of the work in Thurrock and has invited Thurrock representation onto the Essex wide Youth Justice Board so that we can contribute to the fight against county lines and the drugs trade.

CONCLUSION - BUILDING ON OUR SUCCESS

My report has shown the depth and breadth of my portfolio and the success that has been achieved to date. I'm clear that we need to press on and maximise the opportunities available to us so that Thurrock people have the best changes – both young and old. I look forward to the year ahead and to yet another year of delivery.

APPENDIX A: 2017-18 PUBLIC HEALTH GRANT SPEND

Item	£'000s
Children and Young People's Public Health Services (inc. 0-19, Brighter Futures, Children's Centres, Early Offer of help etc.)	5,393
Sexual and reproductive health services	1,786
Drug and alcohol treatment	1,300
Department running costs (inc. staff salaries, on-costs, travel, training, consultancy, stationary, IT, telephones, postage etc.)	1,170
Local Area Coordinators	393
Thurrock Healthy Lifestyles Service	341
Corporate Re-charges	301
Public Mental Health	129
Exercise on referral	65
Accident prevention	49
Well homes and housing first	42
Adult Obesity	32
Place and Third Sector Wellbeing Commissioning	32
Healthcare Public Health and Health Intelligence	26
St. Luke's - Health information to cancer patients	15
Children and Young People's Health Survey	15
Diabetes case finding	14
Tobacco Control - trading standards	10