

Success for all Children's Group

13 June 2017

Report title: Update report on integrating services for children in Southend.

1 Purpose of Report

The purpose of this report is to provide the Success for All Group with an update on the following;

- 1.1 Progress regarding the development of a mobilisation / implementation plan for the integrated children's strategy;
- 1.2 Risks associated with the development and delivery of the mobilisation / implementation plan; and
- 1.3 The mitigations to address the identified risks.

2 Recommendations

The Success for All Group are asked to;

- 2.1 Note and discuss the update regarding the development of a mobilisation / implementation plan for the integrated children's strategy;
- 2.2 Note and discuss the identified risks; and
- 2.3 Discuss and agree the recommendations outlined in this report

3 Background and context

- 3.1 During September 2016 the Success for All Children Group's 'Integrated Children's Services' workshop was held and was attended by commissioners and provider organisations ranging from across the Southend health, social care and wellbeing system. These agencies included Police, Public Health, Southend Borough Council (SBC), Southend CCG, Southend University Hospital NHS

Trust (SUHFT), South Essex NHS Partnership Trust (EPUT formerly SEPT), Southend Voluntary Sector and a number of other organisations.

- 3.2 The workshop facilitated a discussion around a number of key issues and helped partners to align their thinking and ambition. The key issues included; values and philosophy; the voice of the child and their family; ambition for integration; where to start; prevention; cohort stratification; education; adult services; access points and pathways; commissioning and data sharing; and how multi agency relationships could be improved.
- 3.3 The workshop agreed to create and agree a strategy and action plan for an integrated children's service across Southend and also a broad timeline for the development of the strategy.

The strategy

- 3.4 Following the workshop a small working group drafted and developed the strategy on behalf of the Success for All Group. Underpinned by a set of principles which focused on better communication, an improved service experience, reducing duplication and defining clearer pathways the strategy was agreed by Success for All during Q4 2016 / 17.

- 3.5 The vision for an integrated children's strategy is defined as follows;

... 'We have a collective passion for providing safe, effective and high quality services. We want to be more family centred in our approach, so every contact with us makes a positive difference. We want to make things to be less complex for families as a result of us providing seamless services that are productive and cost effective' ...

- 3.6 The agreed strategy (at Appendix A) identified eight areas of work that would support and help achieve the vision for an integrated children's service in Southend. The eight areas of work included;

- 3.6.1 The creation of a sustainable mix of integration across the partnership (to include the community paediatric service review, Children's social service redesign and Early Help Phase 1 & 2.
- 3.6.2 The development of a culture and capacity for change.
- 3.6.3 An integrated assessment process.
- 3.6.4 The introduction of the co-location of services and reduced waiting times.
- 3.6.5 Multi-disciplinary teams.
- 3.6.6 Improvement of communication between professionals.
- 3.6.7 Using innovative customer contact technology.
- 3.6.8 Improving information sharing, signposting and synergy between services.

The timeline

3.7 The workshop agreed that;

3.7.1 Attendees to the workshop would reconvene in January 2017 and possibly March to check progress;

3.7.2 The strategy and action plan would be implemented from March 2017

3.8 A detailed action plan was included in the strategy for an integrated children's service and is also included at Appendix A.

Update on mobilisation

3.9 Since agreement of the strategy and action plan progress has been made to develop the sustainable mix of integration workstream, for example;

3.9.1 *Early Help*; resource has been allocated by the service to lead the gap analysis required. Workshops are planned for June 2017 which will work with multi agencies and lead a process to identify the gaps and a programme of work to transform services from the baseline to the required model.

3.9.2 *Children's service redesign*; work is underway to consult and engage with partners regarding the development and implementation of the 'child in need' work. There are overlaps with the Early Help Service, 0-5yrs service commissioned by Public Health, Children Centres and the Community Paediatric Service.

3.9.3 Community Paediatric Service; the dynamics between health and social care continue to be explored to ensure the re-commissioning of the community paediatrics service is aligned across multi agencies.

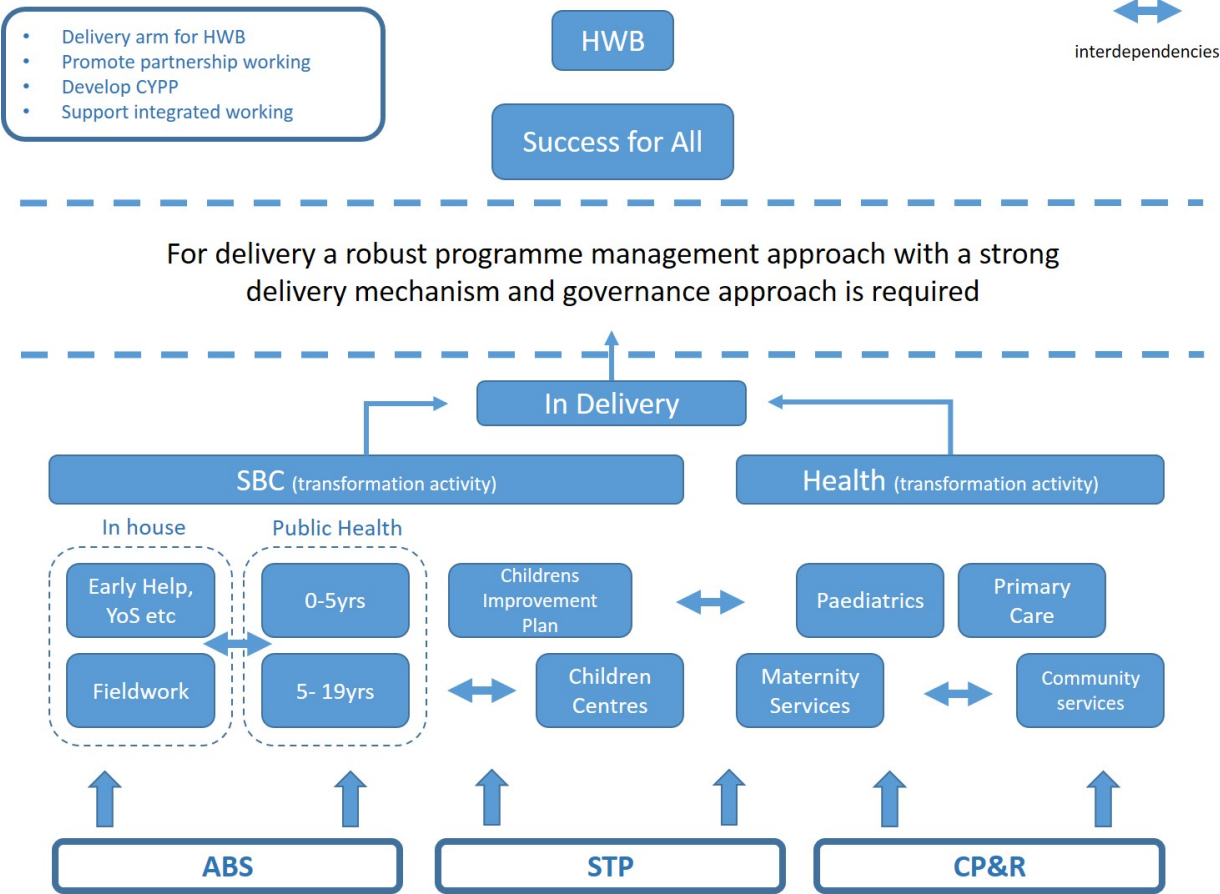
3.10 Very little progress has been made in developing the remaining seven work streams in support of the implementation of the integrated children's strategy.

4 Risks

Governance

4.1 There is a risk that the Success for All governance structure is not able to provide the appropriate assurance to Health and Wellbeing Board (HWB) regarding the implementation of the integrated children's strategy. Diagram 1 (below) demonstrates the current governance structure that exists to manage the development of children's integrated working.

Diagram 1 – Governance



4.2 To manage the delivery of the eight work streams and assure HWB that delivery is aligned and on track a robust governance structure is required. The governance structure should take responsibility for delivery, interdependencies, risk management and programme management. The current terms of reference (ToR) for Success for All does not account for this increased requirement to sufficiently mitigate this risk.

Resource

4.3 Represented in diagram 1 are the various different transformation activities that are underway and in development. 'In service' resource are largely being used to evaluate and develop action plans. There is a risk that insufficient resource is available to comprehensively manage the implementation of the integrated children's strategy. There is also the risk that there is no resource to co-ordinate transformation activity both within organisations and across the system.

Pace of work stream development

4.4 There is a risk that pace of development and progress is not aligned across all the transformation activities. The pace of development for Early Help is moving much quicker than the recommissioning of the community paediatrics service, for a number of reasons. The risk, however, remains that the identification of integration opportunities might be missed.

Influencing transformation programmes

- 4.5 There are two influencing transformation activities that exist in Southend and unless managed appropriately will have an impact on the implementation of the integrated children's strategy. These are 'A Better Start (ABS)' and 'the Mid and South Essex Sustainability and Transformation Programme (STP)'. The opportunity to engage and realise the benefits from these influencing factors needs to be further explored and accommodated in the Integrated Children's Strategy.

5 Recommendations

- 5.1 To mitigate the risks outlined above the following actions are recommended for discussion and agreement;
- 5.1.1 The introduction of a Delivery of the Integrated Strategy for Childrens (DISCO) Group which would report directly to Success for All and is sponsored by all members of the Success for All Group. DISCO would be responsible for the management of the implementation of the integration strategy, assurance to Success for All and the assurance that all activity is aligned and opportunities are identified and developed, where appropriate.
- 5.1.2 It is recommended that Success for All approve the incorporation of DISCO and that each member nominates a representative to attend the first meeting through which a ToR is developed for Success for All approval.
- 5.1.3 Initial tasks of the DISCO would include;
- The development of a programme plan that aligns to the integrated childrens strategy;
 - The identification of any additional resource required to supported the transformation work across Southend;
 - The identification of leads for each of the eight work streams;
 - A process through which integration opportunities and interdependencies are identified; and
 - A process to identify the anticipated benefits of aligning activity with ABS and STP.

6 Appendices

Appendix 1 – Integrated Children's Strategy