



South East Essex Locality Partnership Memorandum of Understanding FINAL

Introduction

Over the last eighteen months, partners across South East Essex have been working closely together to rethink the way in which we organise and provide services with and for local people.

The increasing level of collaboration between us has been driven by a collective recognition that achieving the best outcomes for local people cannot be delivered by a single organisation acting alone. Rather, it requires an integrated, flexible model in which the focus is on enabling communities to build capacity and improving the lives and wellbeing of individuals and communities, not organisational boundaries or silos.

As a partnership, we have recently developed and published our Locality Strategy – *Living Well in Thriving Communities*. The purpose of our strategy is threefold: to provide a clear ‘point of reference’ by articulating our shared system ambition and intended way of working; to outline the approach we will take to developing new models of integrated care based on the establishment of localities; and to put in place a framework that supports the development of more detailed business plans for each of the emerging localities within SE Essex.

In our strategy, we committed to developing and formally agreeing this Memorandum of Understanding (MoU). We feel that it is important to publicly commit to working together, and to articulate the principles we will follow and how we will behave.

Purpose of this Memorandum of Understanding

The purpose of this MoU is to codify, in clear language, how the partners across South East Essex will work together. This includes setting out who the partners are, what we are seeking to achieve, the principles that will guide us, how we will behave and the expectations we are placing on one another.

While this MoU is not legally binding and does not give rise to any new rights or liabilities for any of the parties, it is an important document that binds us together. We envisage that the MoU will help us to hold one another to account as we implement our strategy, and will also provide the foundations for further integration at a future stage.

Parties to the Memorandum of Understanding

The following organisations are parties to the MoU:

- Castle Point Association of Voluntary Services (CAVs)
- Essex County Council (ECC)
- Essex Partnership NHS Foundation Trust (EPUT)
- NHS Castle Point and Rochford Clinical Commissioning Group (CPRCCG)
- NHS Southend Clinical Commissioning Group (Southend CCG)
- Southend Association of Voluntary Services (SAVs)
- Southend Borough Council (SBC)
- Southend University NHS Foundation (SUHFT)

Primary Care (general practice) are also key members of our partnership. However, at this point, individual practices as service providers do not have an agreed mechanism for representing one another, although we anticipate this will change as localities develop and leaders emerge. In the interim, our intention is for primary care (as providers) to be represented by the two Clinical Commissioning Groups, which are membership organisations led by GPs.

As our model evolves and the Partnership develops, we are keen to involve a wider range of organisations as parties to this MoU. In particular, at the appropriate point we would welcome the participation of Castle Point and Rochford District Councils.

Our objectives

In our strategy, we set out our overall system ambition, which is to:

- improve the wellbeing and lives of the people we serve
- work with each other and the local population to organise services and mobilise resources within communities

- prioritise the needs and locations of people, rather than the boundaries of organisations
- focus on prevention and supporting the strengths of communities and individuals.

At the core of our strategy is the locality model. We view this model as central to designing and integrating services at a very local level, as well as being the principal way in which we will help to create social capital and build resilience within individuals and communities. Ensuring that there are effective, thriving localities is, as a consequence, a priority for the Partnership.

We are developing more detailed measures of how we will quantify and track progress in delivering against our collective ambition. We have split these into three levels or tiers: overall domains, which set out the broad areas we want to improve; outcomes, which describe in more detail what we are trying to achieve; and indicators, which set out how an outcome is measured at a locality level and quantify the targets we are setting.

The four domains that we have agreed, and that we are developing outcomes and indicators for, are:

- health and wellbeing – measuring population health, prevention, independence and lifestyle factors
- care quality and experience – looking at personal experience, quality and partnership development
- sustainability – focusing on the financial and clinical sustainability of the system
- transformation – such as changing culture amongst our workforce

Key principles

We have developed the following principles which will act as a guide in our system. We will:

- *Be ambitious* – both in what we are seeking to achieve and in embracing different ways of working – such as pooled budgets, single leadership or joint teams - where it makes sense to do so
- *Integrate services* – designing services around the needs and preferences of individuals and communities, not professional or organisational silos
- *Put the interests of local people first* – even where this poses challenges for our individual organisations
- *Involve people* – both in designing changes we want to make and in any decisions about their care
- *Recognise the importance of place* – and the need to develop different models and services in each of our localities, driven by local needs and preferences
- *Focus on delivering better outcomes* – measuring the things that matter to individuals, communities and the population as a whole

- *Prioritise prevention, wellbeing and building resilience* – supporting people to live healthy lives and remain independent for as long as possible
- *Be transparent* – sharing information openly with one another and with the public
- *Be generous* – put resources (money and/or people) into shared projects and to support one another to deliver, and in recognising that leadership may come from any part of our system
- *Be flexible and pragmatic* – recognising that different problems will require different solutions and that a wide range of partners, including the third sector, have key roles developing solutions
- *Be enabling* – strive to create the conditions within which local leaders and staff can innovate, take responsibility and ‘do the right thing’, regardless of which organisation they work for

Governance

Each organisation named above has formally signed off this MoU.

The key forum through which we work together is the South East Essex Partnership, which has senior representation from each of the partners. The Partnership is responsible for overseeing the implementation of our strategy and, by extension, the operation of this MoU.

The Partnership reports to both Southend and Essex Health and Wellbeing Boards.

Reviewing this agreement

We anticipate that our partnership will deepen and change over time as we implement our strategy and localities develop new ways of working.

As a result, we intend to review and update this MoU annually, with the first review in April 2020. This review will be conducted by the South East Essex Locality Partnership.

Signatures

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