

Southend Health & Wellbeing Board

Report of the Director of Commissioning

To

Health & Wellbeing Board

On

6th September 2023

Report prepared by:

Richard Watson, Deputy Chief Executive and Director of Strategy and Transformation (Essex County Council)
Alastair Mitchell-Baker, (Tricordant)

Presented by:

Tracey Schneider Head of Adult Strategic Commissioning

For information only		For discussion		Approval required	
----------------------	--	----------------	--	-------------------	--

Southend Essex and Thurrock Mental Health Strategy

Title
Southend Essex and Thurrock Mental Health Strategy
Lead Director
Richard Watson, Deputy Chief Executive and Director of Strategy and Transformation
Author(s)
Richard Watson, Deputy Chief Executive and Director of Strategy and Transformation Alastair Mitchell-Baker, Tricordant
Purpose
To provide an update on the development of Southend Essex and Thurrock Mental Health Strategy from 2023 to 2028 for SNEE ICB.
Recommendation:
To endorse the draft strategy which has been developed collaboratively with partners and is consistent with our Integrated Care Partnership Strategy and Joint Forward Plan, and to support the establishment of a Strategy Implementation Group to support and coordinate collaborative working across partners to implement the strategy.

1. Background

Over the past 9 months we have worked with partners across Southend, Essex, and Thurrock (SET), supported by an external consultancy, Tricordant, to

- Understand the population needs around mental health informed by the Essex JSNA, national and local data and extensive engagement with local professionals, partners and service users.
- Respond to the identified needs within the context of national policy and local ICP strategies through developing a revised 'all age' strategy building on the 2017 version.
- Explore options for working together to support implementation of the strategy.
- Develop supporting enabler and implementation plans.

The core partners have included:

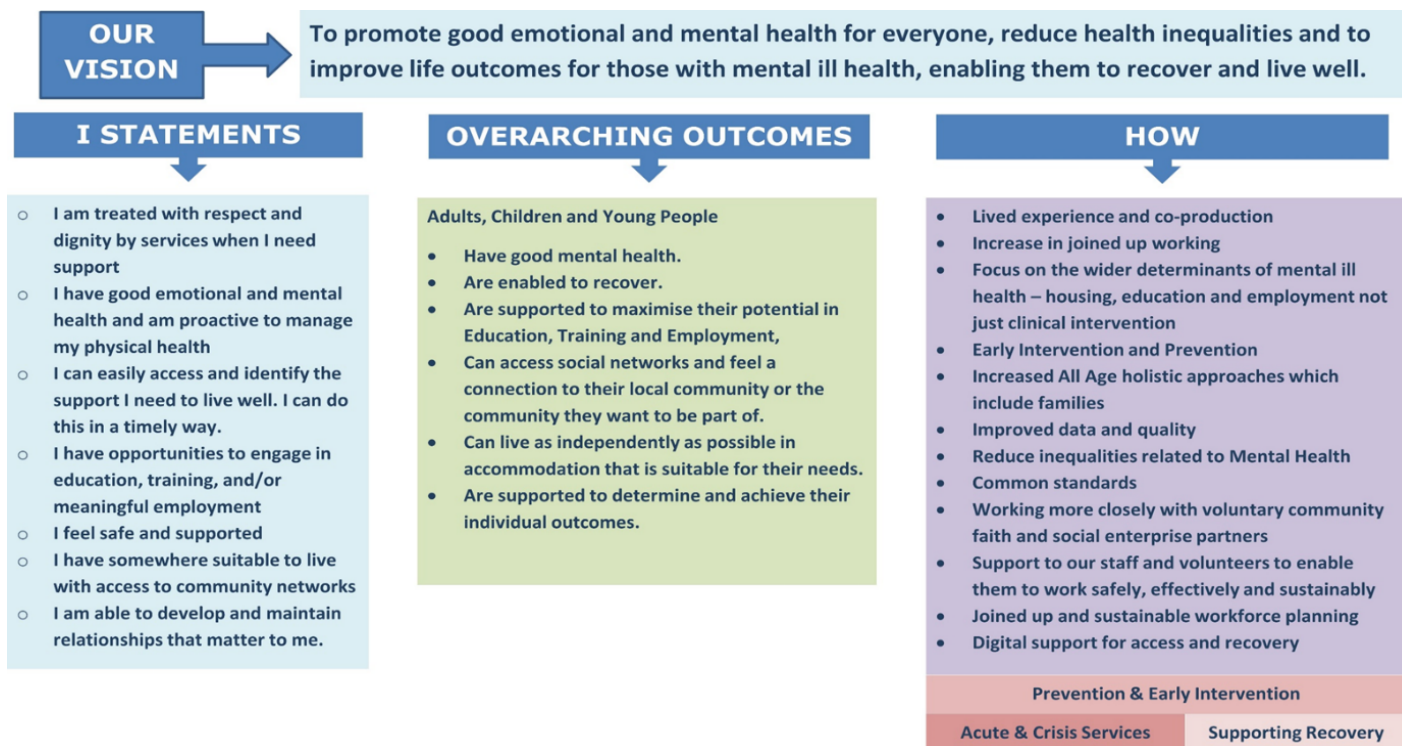
- North East Essex (part of Suffolk and North East Essex ICS) (NEE)
- West Essex (part of Hertfordshire and West Essex ICS) (WE)
- Mid and South Essex ICS (MSE)
- Southend City Council (SCC)
- Essex County Council (ECC)
- Thurrock Council (TC)
- Essex Partnership University NHS Foundation Trust (EPUT) – provider of adult services
- North East London NHS Foundation Trust (NELFT) – provider of children and young people's services

In addition, Essex Police (EP) have been engaged and are keen to be part of the arrangements established. A range of Voluntary, Community, Faith, and Social Enterprise (VCFSE) sector organisations have also been engaged in developing the strategy and will continue to be key partners in the next phase of implementation.

2. Southend Essex and Thurrock All-Age Mental Health Strategy

The strategy has been developed based on the population health needs analysis and building on previous work. It aims to co-ordinate the approach across the Southend Essex and Thurrock aligned with the local strategies produced by the three Integrated Care Partnerships, covering Mid and South Essex, North East Essex (part of the Suffolk and NEE ICS) and West Essex (part of the Hertfordshire and West Essex ICS). The three ICB Joint Forward Plans provide more detail around local service development.

The strategy is deliberately brief and lays out the 'all age' vision and principles we will work to and the outcomes to be achieved over the next five years, guided by a set of I-Statements. It is shown in summary form below.



3. Implementation

A significant challenge of the previous 2017 Strategy was not its content, much is still relevant, but its implementation. The complexity of the local socio-political geography and changing NHS landscape made a joined-up approach challenging. The impact of this complexity is a likely consideration of the current Essex Mental Health Independent Inquiry. In recognition of the complexity the 3 local NHS systems have previously commissioned a Mental Health Taskforce Review. This review process has helped to develop a more joined up approach across the 3 ICBs, which provides a good platform for further collaborative working across partners.

System partners have therefore been determined to develop effective mechanisms for ensuring implementation of the strategy whilst recognising most of the delivery will continue to be at local Place level with ICBs, Local authorities, providers, VCFSE and other partners working together with people with lived experience, typically in local Alliances.

Partners have developed proposals for a '**Southend, Essex and Thurrock All-Age MH Strategy Implementation Group**' (SIG) focussed on overseeing a limited range of key strategic issues around overall strategy delivery and SET system development with partners sharing leadership of individual workstreams as appropriate. It will build on the existing informal working arrangements established for oversight of the strategy development itself. The SIG is a collective 'decision recommending body' of SROs and equivalent from the core statutory partners, together with people with lived experience. Formal decision making will continue to be in line with individual organisation's internal governance approvals.

The main functions for the group are proposed to be.

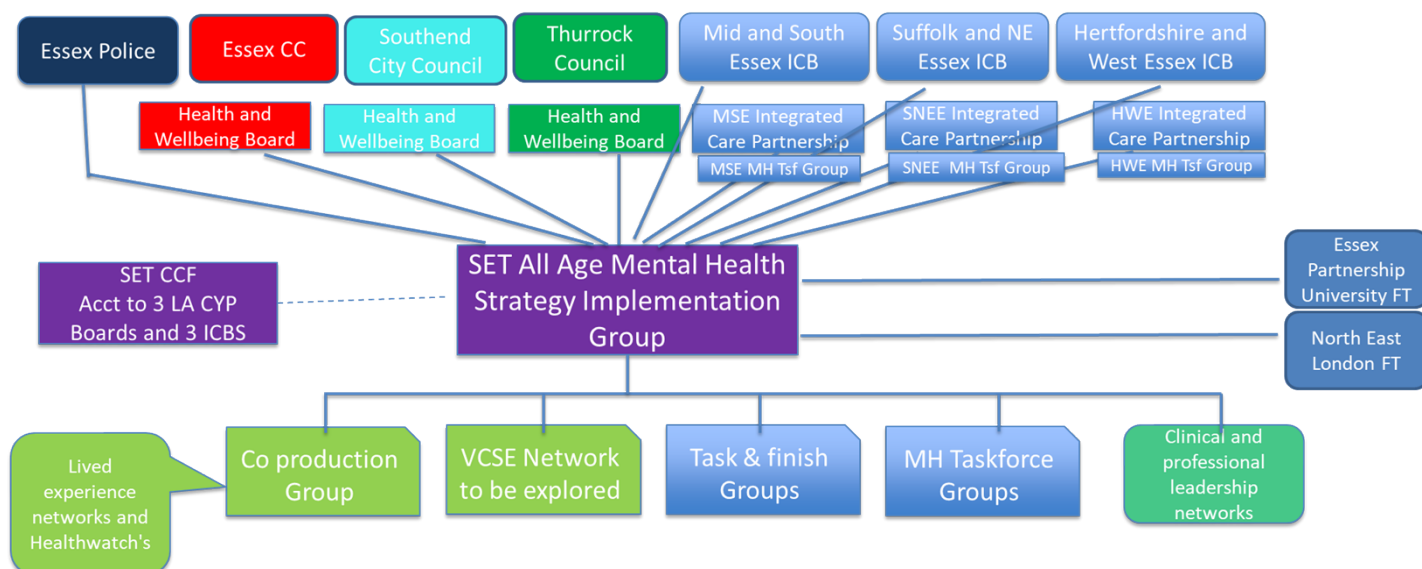
- a) **Oversight and monitoring of overall SET All Age Mental Health Strategy delivery**, recognising subsidiarity at place level. 'Place' in this context means at least local authority level [ECC, SCC, TC] and also the 6 Alliances across SET, where NHS, local authority and VCSE partners work together.
- b) **Delivering SET level outcomes for specialist services** [Eating Disorders, Peri-natal, Personality Disorder, and Bedded care including Inpatient beds and supported accommodation.]
- c) **Coordination and alignment across key pathways including Crisis**, including admission and discharge planning, and with EoE MH Provider Collaborative, and between adult and CYP.
- d) **Information sharing and learning with a focus on equity** including reporting at Place and SET level on demand, service capacity and performance, locality service models and transformation programmes, outcomes and funding.
- e) **Coordination and alignment across key enabler areas** such as quality and safety, workforce, digital, public mental health, population health mgt, contracting, outcomes and performance metrics.
- f) **Advising on decisions, system linkages and issues** which may be the responsibility of individual Places or organisations, but which can impact across SET. e.g. Substance Misuse, Crisis Concordat, Suicide Prevention, Safeguarding and Police MH Risk Assessment Groups and with Regional groups such as EoE Specialist MH Provider Collaborative.
- g) **Facilitating alignment and simplification of system governance**. It is recognised there are a plethora of ad hoc groups which have been established in lieu of a coordinated and joined up approach across the SET system.
- h) **Horizon scanning and sense making**. Identifying new and emerging issues and opportunities and facilitating agreement about how they are best addressed.

The SIG will work with a range of supporting groups, including many which exist already, including.

- The existing Collaborative Children's Forum which oversees a single contract for the commissioning of CYP mental health services
- Existing MH Taskforce groups adapted as required following a current external review process.
- New supporting groups, only where needed, which are likely to include:
 - Co-production – challenging and supporting the system to ensure co-production is embedded.

- Development of joined up approaches to key enablers such as finance, outcome and performance reporting, workforce and digital.
- Key areas where enhanced focus is needed such as embedding a holistic approach around transition.

The proposed governance of the SIG is shown below.



It has been agreed by partners that the SIG is hosted by Essex CC with support of a jointly funded 'Business Manager' who will coordinate agendas and officer co-working across partners. They will be supported by the growing number of jointly funded partnership roles working across ICBs, local authorities and providers. The initial chair is proposed to be the SNEE ICB Director of Strategy and Transformation, Richard Watson.

The working of the SIG will be formally reviewed after 6 to 9 months, and following publication of Essex Mental Health Independent Inquiry, to identify any changes required to its operation. This may include more formal development of its governance and working arrangements, including learning lessons from the development of local mental health system collaboratives in Suffolk and Hertfordshire.

4. Next steps

Once agreed by all partners,

- a) The Southend, Essex and Thurrock All-Age MH Strategy will be published and shared with the public and partners.
- b) The Southend, Essex and Thurrock All-Age MH Strategy Implementation Group' will be formally established and will develop a work programme and supporting working arrangements.
- c) Regular (6 monthly?) reports on strategy Implementation progress will be produced by SIG for each partner.

5. Recommendation:

The Board are asked to endorse the Southend Essex and Thurrock All-Age Mental Health Strategy, recognising it has been the product of extensive engagement and input from across a diverse range of stakeholders and partners.

The Board are asked to agree and support the establishment of the Southend, Essex and Thurrock All-Age MH Strategy Implementation Group, recognising it has been the product of extensive engagement and discussion with partners.

The Board are asked to note it will receive regular updates on progress with implementation of the strategy and development of collaborative working arrangements.