

**31<sup>st</sup> January 2020**

**ITEM: 9**

## **Thurrock Health & Wellbeing Board**

### **An integrated approach to Children's Partnership Working and Governance across Thurrock**

**Wards and communities affected:**

All

**Key Decision:** Key

**Report of:** Teresa Salami-Oru, Assistant Director and Consultant in Public Health

**Accountable Head of Service:** Ian Wake, Director of Public Health

**Accountable Director:** Roger Harris, Executive Director for Adult Social Care

**This report is public**

#### **Executive Summary**

- A memorandum of understanding has been prepared to develop an integrated governance framework for children's services across Thurrock.
- The document aims to define how constituent stakeholder organisations will work together to continue to improve children's safeguarding, protection, health and wellbeing by defining responsibilities and functions at different levels of the system. It also seeks to build on the outcomes of a Children's Services visioning workshop held in April 2019.
- The memorandum of understanding has now received sign off from the Brighter Futures Children's Partnership Board and awaits endorsement from the Thurrock Health & Wellbeing Board.

#### **1. Recommendation(s)**

It is recommended that the Health and Wellbeing Board note the rationale for an integrated approach to Children's Partnership Working and endorse the Memorandum of Understanding as detailed in appendix 1.

#### **2. Introduction and Background**

2.1 The Brighter Futures Children's Partnership Board is the most senior strategic children's partnership in Thurrock. Following a visioning event led by board representatives in April 2019, the decision was taken to create a single document which articulated the shared vision and objectives of children's services stakeholders using universally understood terminology.

2.2 The resulting document set out the terms of reference for an integrated governance framework for Children's services across Thurrock and proposed that the

Brighter Futures Board developed into a Brighter Futures Children's Partnership; with place, system and community responsibility for Children and Young People's safety and wellbeing.

2.3 Having robust Children's and Young Peoples partnership arrangements underpinned by Governance systems will enable alignment and planning with the corresponding forums for adult services, promoting joint transition planning at a strategic level. Further proposals included the direct reporting of the partnership into the Health and Wellbeing Board.

2.4 The Brighter Futures Children's Partnership Board endorsed the document creation process and final product in November 2019. For further detail pertaining to the Memorandum of Understanding document please see appendix 1.

2.5 The Board is asked to note that the document is currently undergoing a sign up process from children's stakeholders as agreed by the Brighter Futures Children's Partnership Board. It is anticipated that this process will be completed by March 2020.

### **3. Issues, Options and Analysis of Options**

3.1 There are currently no issues or options to note.

### **4. Reasons for Recommendation**

4.1 The Thurrock Health and Wellbeing Board is responsible for developing and overseeing the implementation of Thurrock Health and Wellbeing Strategy, available at <https://www.thurrock.gov.uk/strategies/health-and-well-being-strategy>

4.2 Goal 1, within the strategy is "*opportunity for all*". Goal 1 aims, include all children in Thurrock feel and are safe at home, school and in their communities and that they make good educational progress, fewer teenage pregnancies and fewer children and adults living in poverty. As a partnership the Brighter Futures Board will focus on achieving these and other goals as appropriate by ensuring continuity and communication within Children's services. It is therefore essential that a document which sets out an agreed integrated governance framework is endorsed by the Health & Wellbeing Board to strengthen children's stakeholder partnership working.

### **5. Consultation (including Overview and Scrutiny, if applicable)**

5.1 As part of the development process, the following groups were consulted,

- The Brighter Futures Partnership Board
- The CCG Board
- The Adult Health and Housing Department Management Team

5.2 The document is currently being signed by relevant parties. This process will be completed by March 2020. Parties to the Memorandum of Understanding include,

**Local Authorities:**

- Thurrock Borough Council (Unitary Authority)

**NHS Commissioners**

- NHS Thurrock CCG
- Primary Care Networks x 4

**NHS Service Providers**

- North East London NHS Foundation Trust
- Basildon and Thurrock University Hospitals NHS Foundation Trust
- Essex Partnership University NHS Foundation Trust

**Other Partners**

- Thurrock Council for Voluntary Services
- Healthwatch Thurrock
- Department for Work and Pensions
- The Essex Community Rehabilitation Company Limited
- Thurrock Adult Community College
- Thurrock Primary Head Teachers Association
- Thurrock Association of Secondary and Special School Head teachers
- The 0-11 Strategy Group and the 14-19 Strategy Group
- Community Safety Partnership

**6. Impact on corporate policies, priorities, performance and community impact**

- 6.1 The Memorandum of Understanding will positively influence all policies and priorities relating to children and young people. The document facilitates a meaningful partnership working approach, which in turn will drive forward health and social care improvements.

**7. Implications****7.1 7.1 Financial**

Implications verified by: Bradley Herbert

All proposals contained within this paper will be achieved through existing budget lines.

**7.2 Legal**

Implications verified by: **Courage Emovon - Ag Strategic Lead / Deputy Head of Legal Services / Deputy Monitoring Officer**

The Council have a statutory duty for Children's safeguarding, protection, health and wellbeing. This report relates to an integrated approach to Children's partnership working in Thurrock for which a Memorandum of

Understanding has been prepared. There are no direct legal implications arising from the report, however Legal Services is on hand to advise on any issues as and when required.

### 7.3 **Diversity and Equality**

Implications verified by: **Natalie Smith - Strategic Lead: Community Development and Equalities**

The Memorandum of Understanding will seek to address inequalities and promote diversity and equality through its support for the delivery of the Health & Wellbeing Strategy.

- 7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)  
Not applicable

### 8. **Background papers used in preparing the report**

The Thurrock Health & Wellbeing Strategy

<https://www.thurrock.gov.uk/strategies/health-and-well-being-strategy>

The format of the document presented in this report has been adapted from a Memorandum of Understanding (MOU) – An integrated approach to partnership working and governance across Mid and South Essex Sustainability and Transformation Partnership by the Director of Public Health for Thurrock

### 9. **Appendices to the report.**

Appendix 1: Memorandum of Understanding (MOU) An integrated approach to Children's Partnership Working and Governance across Thurrock

### **Report Author:**

Teresa Salami-Oru

Assistant Director and Consultant in Public Health

## Appendix 1:

### **Memorandum of Understanding (MOU) An integrated approach to Children's Partnership Working and Governance across Thurrock**

#### **1. Introduction**

- 1.1. This document sets out the terms of reference for an integrated governance framework for Children's services across Thurrock. It proposes that the Brighter Futures Board develops into the Brighter Futures Children's Partnership which will be the overarching board for Children and Young People's wellbeing services and enable streamlined feedback into one place that can communicate clearly with the Health and Wellbeing Board. It describes the context for changing the way that we work and sets out our ambitions for an integrated approach which is expected to evolve over time as the system develops new integrated ways of working. The document aims to define how constituent stakeholder organisations will work in a coordinated way to improve Children's health and wellbeing and to define roles, responsibilities and functions at different levels of the system. It seeks to build on the outcomes of the visioning workshop for Brighter Futures held in April 2019. A visual expression of how the Brighter Futures Children's Partnership interacts with partners at system, place and community levels can be seen in appendix 1.
- 1.2. This document has been written by Teresa Salami-Oru (Assistant Director of Public Health for Thurrock) and Rachael McCarthy (Public Health Specialty Registrar) in consultation with the Brighter Futures Strategy and Governance sub-group to be agreed by all stakeholder organisations. Further consultation work will need to be undertaken with wider system partners to gain agreement and sign up.
- 1.3. The format of this document has been adapted from a Memorandum of Understanding (MOU) – An integrated approach to partnership working and governance across Mid and South Essex Sustainability and Transformation Partnership by the Director of Public Health for Thurrock.

#### **2. Parties to this Memorandum of Understanding**

- 2.1. The members of the Brighter Futures Partnership and parties to this Memorandum are:

##### **Local Authorities:**

- Thurrock Borough Council (Unitary Authority)

##### **NHS Commissioners**

- NHS Thurrock CCG
- Primary Care Networks x 4

##### **NHS Service Providers**

- North East London NHS Foundation Trust
- Basildon and Thurrock University Hospitals NHS Foundation Trust
- Essex Partnership University NHS Foundation Trust

### **Other Partners**

- Thurrock Council for Voluntary Services
- Healthwatch Thurrock
- Department for Work and Pensions
- The Essex Community Rehabilitation Company Limited
- Thurrock Adult Community College
- Thurrock Primary Head Teachers Association (TPHA)
- Thurrock Association of Secondary and Special School Head teachers (TASS)
- The 0-11 Strategy Group and the 14-19 Strategy Group
- Community Safety Partnership
- General Practitioners

2.2. As members of the Brighter Futures Partnership, all of these organisations subscribe to the vision, principles, values and behaviours stated within this MOU and agree to participate in the governance and accountability arrangements set out within.

### **3. Purpose of this Memorandum of Understanding**

- 3.1. The purpose of this MOU is to define what Brighter Futures is and the governance framework that specifies the delivery roles of stakeholders at strategic and operational level. This MOU will also articulate the Children's services relationship at system, place and community levels.
- System (i.e. Local Maternity System/STP) level
  - Place (i.e. Thurrock Joint Health and Wellbeing Board, Thurrock CCG, Voluntary sector and Local Authority) level
  - Community (i.e. Primary Care Network/ Children's Centres) level.
- 3.2. We want the governance arrangements at each level to enable partners to work in an integrated way rather than as individual organisations, coming together to meet the needs of our residents. Our proposed governance framework is built on stakeholder voice as evidenced from the visioning workshop findings.

### **4. Background and context at each level**

#### **System Level**

- 4.1. *System Level* is defined at the entire geographical footprint of Mid and South Essex STP.
- 4.2. The Mid and South Essex STP (MSE STP) is one of 44 STPs across England. All STPs in England came together in 2015/16 as directed in the national NHS Five Year Forward View. Every STP has a plan to meet three main challenges to improve health; transform the quality of care delivery; and secure sustainable finance.
- 4.3. MSE covers a total population of 1.2 million residents in mid and south Essex. This geographical footprint of MSE includes the urban centres of Purfleet, Grays, Tilbury,

Basildon, Brentwood, Wickford, Southend-on-Sea, Chelmsford, Wickford, Braintree and Maldon together with rural areas and smaller villages.

- 4.4. Whilst life expectancy at birth for the STP population as a whole is largely in-line with England, there is considerable variation in population health outcomes between different local populations reflecting a wide diversity of need between different populations within the STP. For example, life expectancy at birth and all-cause under 75 mortality is significantly worse in Thurrock and Southend than England but significantly better in Chelmsford compared to England. As such, considering population health outcome data at STP level alone as opposed to contrasting the needs of differing populations within more local geographical footprints presents a danger that needs will be missed.
- 4.5. Partnership arrangements across the STP geographical footprint are complex. The STP encompasses five CCGs (Thurrock CCG, Basildon and Brentwood CCG, Mid Essex CCG, Castlepoint and Rochford CCG and Southend CCG), two unitary authorities (Thurrock Council and Southend-on-Sea Council), part of the geographical footprint of one top tier local authority (Essex County Council) and seven district and borough (second tier local authorities).
- 4.6. Hospital services are provided by three NHS Foundation Trusts (Basildon and Thurrock University Hospital Trust, Southend University Hospital Trust, and Mid Essex Partnership Trust) who now operate as a single hospital group (MSB Hospital Group). Secondary Mental Health Care Services are provided by Essex Partnership University Foundation Trust (EPUT) and Community Health Services are provided by the North East London Foundation Trust (NELFT).
- 4.7. In 2016/17 the NHS set out a national plan for the development of maternity services to 2020/21 for all women in England, called Better Births. Within mid and south Essex all the organisations involved in providing maternity care came together in a partnership called the Local Maternity System (LMS) to transform and improve maternity care in line with this national plan. The LMS's cover the same geographical footprint as the STP.
- 4.8. By March 2017, 44 Local Maternity Systems (LMS) were formed nationally, bringing together commissioners, providers and service users to provide local leadership and place-based planning for maternity.

#### **Place Level**

- 4.9. This MOU proposes Thurrock as the *Place* level geographical area which is co-terminus with the geographical footprint within Mid and South Essex covered by Thurrock Council.
- 4.10. Residents' views on local health services are represented through the Healthwatch organisation for Thurrock which is aligned to this proposed geography.
- 4.11. Thurrock has a CCG with a co-terminous boundary with the unitary authority, Health and Wellbeing Board and Healthwatch organisation, providing a logical 'place based' geographical foot print for planning, delivery and integration of healthcare, social care, public health and other local authority services.

## Community Level

- 4.12. Communities are defined as geographies below *Place* level that are meaningful to our residents.
- 4.13. Communities are increasingly becoming the footprint on which service transformation and prevention activity is being planned. The NHS Long Term Plan proposes the creation of Primary and Community Care Networks (PCNs) at locality level in recognition of the increasing numbers of the population living with multiple comorbidities and the need to integrate Primary Care, Community Healthcare and community mental health provision. Practices will enter network contracts, alongside their existing contracts, which will include a single fund through which network resources will flow. Primary care networks will be expected to take a proactive approach to managing population health and from 2020/21, will assess the needs of their local population to identify people who would benefit from targeted, proactive support. These proposals allow an additional footprint on which to build on, expand and further integrate services, particularly with community groups and third sector assets that often operate at distinct locality level.
- 4.14. There are nine Centres in Thurrock that have been designated as Children's Centres. Three of these operate as Early Help Hubs and the remaining six offer a range of early years, health and local community services.
- 4.14.1. West locality (Ockendon, Aveley and Purfleet Children's Centres)
  - 4.14.2. Central (Stifford and Thameside Children's Centres)
  - 4.14.3. East (Chadwell, Tilbury, Stanford-le-hope and Abbots Children's Centres)

## 5. Wider context

- 5.1. Goal 1 in the Thurrock Health and Wellbeing Strategy 2016-2021 is opportunity for all. Its aims include all children in Thurrock making good educational progress, fewer teenage pregnancies and fewer children and adults living in poverty. The Brighter Futures Partnership will focus on achieving this and the other goals from the Health and Wellbeing Strategy by ensuring continuity and communication within Children's services.
- 5.2. The NHS Long Term Plan states 'A key message from stakeholders during the development of the long term plan was that the needs of children are diverse, complex and need a higher profile at a national level. We will therefore create a Children and Young People's Transformation Programme which will, in conjunction with the Maternity Transformation Programme, oversee the delivery of the children and young people's commitments in this plan.' – The evolution of the Brighter Futures Partnership echoes this statement in the long term plan as we recognise that Children's services in Thurrock will thrive with a coordinated, high level approach.
- 5.3. Within the Brighter Futures Partnership Strategy issues from the prevention green paper (Advancing our health: prevention in the 2020s) will be addressed and national



and local context explored. Key issues highlighted in the prevention green paper for Children's services include childhood obesity, SEND, vaccinations, mental health services, parental ill health and health technology.

## **6. Values**

6.1. By agreeing to this MOU, all parties are agreeing to a set of values setting out how we will work together. These are based on:

- Equality between organisations
- Mutual respect and trust
- Open and transparent communications
- Co-operation and consultation
- A commitment to being positive and constructive in outlook
- A willingness to share and learn from others
- An inclusive and proactive approach

## **7. Overarching Principles of the MOU**

We will ensure that the Brighter Futures Children's Partnership brings together the full spectrum of partners responsible for planning and delivering health and care to the children, young people and Families of Thurrock. We agree to champion and communicate the following terminology regarding Brighter Futures:

- a) The Brighter Futures Board is an executive board and will be referred to in the future as the Brighter Futures Children's Partnership encompassing all things Children's, providing strategic leadership and direction for Children's health and wellbeing at System, Place and Community level.
- b) That the following boards and partnerships will adopt the Brighter Futures brand as an affix to their name i.e. Brighter Futures Children's Centres, Brighter Futures Early Help, Brighter Futures SEND improvement board, Brighter Futures Healthy Families etc. in order to further facilitate the integration of this brand within the system.
- c) There is a distinct difference between Brighter Futures and Early Help. The Brighter Futures Partnership is the highest level partnership group for Children's services. Whereas Early Help is a targeted service that supports the Brighter Futures vision.

## **8. Process of enactment**

- a) Agreement of the final draft of the MOU by the Brighter Futures Board.
- b) Presentation of the MOU to the CCG Board for note and approval.
- c) Presentation of the MOU to the Health and Wellbeing Board for note and approval.

**We the undersigned, do hereby agree to endorse this MOU,**

*This will include all stakeholders as detailed in 2.1.*

# Appendix 1: Summarised representation of Children’s Partnership Integration at System, Place and Community

