

MSE Integrated Care Partnership, 16 November 2022

Agenda Number: 07

Mid and South Essex Children and Young Peoples Partnership Framework

Summary Report

1. Purpose of Report

To share the Children and Young Peoples Partnership Framework.

2. Executive Lead

- Name: **Helen Farmer**
- Job Title: **Interim Director for CYP (MSE ICB)**

3. Report Author

- Name: **Helen Farmer and Jeff Banks**
- Job Title: **Interim Director for CYP (MSE ICB) and Director for Strategic Partnerships (MSE ICB)**

4. Responsible Committees

Growing Well Programme Board

5. Financial Implications

None associated with the framework

6. Details of patient or public engagement or consultation

The framework has been developed together with Children and Young People with the support of Traverse to ensure that coproduction with CYP themselves is strengthened and embedded within the partnership practice. Phase 1 has been completed which included a desk review, stakeholder interviews, discussions with CYP and a workshop. Phase 2 has begun which develops a small focus group of CYP to support strategic planning going forwards.

7. Conflicts of Interest

None Identified.

8. Recommendation/s

The Integrated Care Partnership is asked to note and support the CYP Partnership Framework.



Mid and South Essex
Integrated Care
System



Mid and South Essex

Mid and South Essex

Children & Young People's Health and Care Partnership Framework

Our values-based partnership approach

Making it easier to work as a Partnership to support children, young people and their families

As a Partnership, we are committed to improving the lives of children and young people. It stands as a top priority for us as a System. This Framework exists not to replace the strategies and priorities held by the many organisations working across Mid and South Essex, but to make it easier to work together, to build and grow our Partnership, and expand the difference we can make.

It recognises that we can make a bigger impact by working on the factors that influence health and wellbeing, not just illnesses or at the point of crisis. We know we need to work together, with children young people, families and communities, to create meaningful support at a local level.

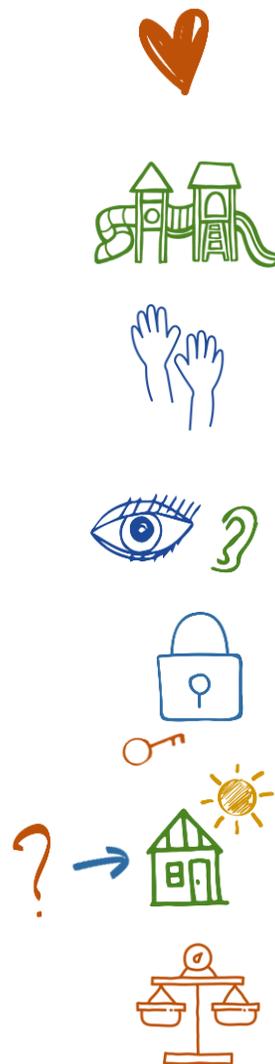
We know that the level of need is likely to increase, and so we need to work differently with children and young people now, with timely, low level support, and ensure more specialised services can be directed where they are most needed.

We need to be bold, creative, and harness our inter-connectedness - to think and act like entrepreneurs in finding and developing opportunities to make a difference. Things are never static and so we can't wait for perfect conditions before we act.

WHAT HAPPENS IS WHAT MATTERS



Our Partnership Framework



What we care about

Why we want to work together more

How we work together

How we learn what children and young people need

Unlocking collective power through common goals

How we organise ourselves and get things done

How we know we are making a difference

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What we care about – achieving shared outcomes

Our Partnership hinges around working together to achieve a set of outcomes that matter to us all.

We will use our combined resources, insights and capabilities to support families and communities to nurture children and young people to be:

- **Healthy, living well**
 - **Happy, contented and coping well**
 - **Safe and in a stable, nourishing environment**
 - **Socially connected to their community**
 - **Supported by people who can help them grow, develop and learn**
- 

Each of the Partners are able to contribute in different ways, joining together to achieve these outcomes. This includes drawing on the capabilities of families, carers and communities themselves.

Why we want to work together more



But we know children across mid and south Essex have very different childhoods.

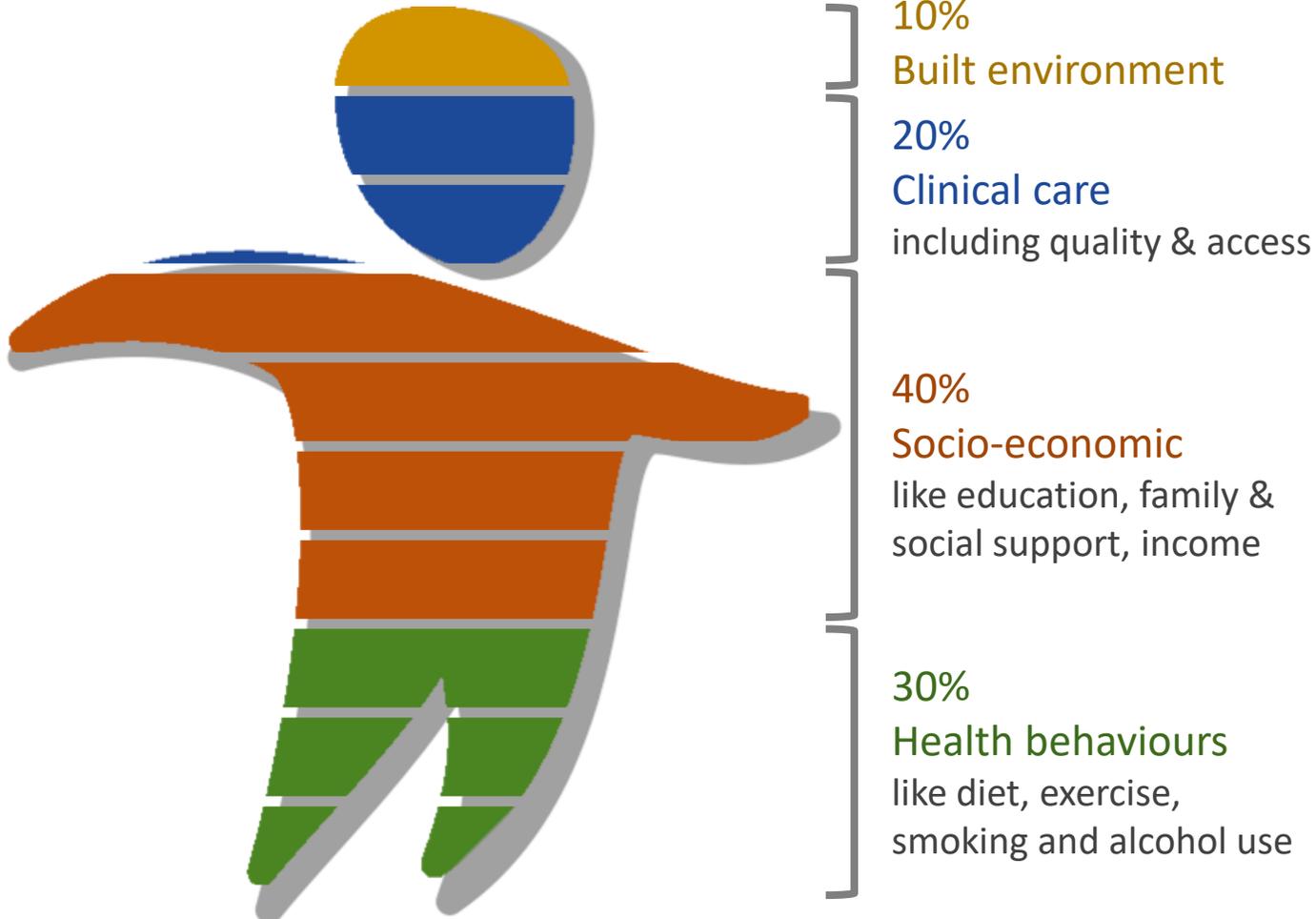
While each of the partners need to meet the requirements set out by government, which use a big proportion of available resources, The Partnership offers a specific set of opportunities:

- To work together on **prevention and early intervention**, to stop problems becoming worse, and make better use of personal and community assets, **laying the foundations for lifelong health and wellbeing**
- To **prioritise those experiencing the worst inequalities**, providing additional support for those with the greatest need
- To **consider the whole child, their family and the community** they live in:
 - to create nurturing, supportive environments through the shared capabilities and resources across MSE Partners
 - and to understanding the rounded set of needs and strengths of children, young people and families when services and support are required
- To empower **children and young people to be equal partners in improvement and change.**

Everyone has a part to play – across health, education, social care, community safety, justice, businesses, organisations and communities – to make the whole of mid and south Essex child friendly.

Together addressing the foundations for health and wellbeing

The impact of different influences on our health



As a Partnership, we recognise that improving the health of children and young people won't improve just by increasing access and passive 'consumption' of health and care services.

We need to engage more effectively with each other, with our communities, and with families to strengthen a web of supportive connections, recognising everyone's contribution.

Collectively, we need to grow an encouraging environment, shaping the forces which impact health, linking in with other forms of support.

We will have a bigger impact if we work together towards aligned outcomes, across common target groups of children and young people, in identified areas of profound inequality.

How we will work together – a shared ethos



LEADERSHIP

A *shared and courageous* leadership which starts with the needs of children and families, to promote working across organisational boundaries, continuous improvement, transparency and engagement (professionals and community).

RELATIONSHIPS & MOTIVATION

Growing trusting relationships and partnerships, considering roles, potential contributions and existing available means, recognising different organisational drivers.

PURPOSE /SYSTEM MINDEDNESS

Collaborating as an ecosystem of organisations, sharing knowledge and insights to develop innovative interventions to achieve better outcomes for children and young people – particularly prevention and addressing inequalities.

COMMITTED TO CO-PRODUCTION

A core belief, not an afterthought – we can only create effective support and services if we ask, listen, engage and build solutions with children, young people and families, and our communities: experts by experience.



LEARNING

Making time and space to experiment, reflect and grow, capturing the voices of those delivering and using services; growing an appetite for action and risk-taking and capitalising on 'failure' to improve.

USE OF DATA AND INFORMATION

Informed and joined up decision-making, based on growing deeper insights into communities; based not just on health outcomes but also wider determinants; working with partners and families to make sense of what the information says, and identifying underlying need.

USE OF RESOURCES

Building on local existing resources; bringing together expertise, knowledge and networks, supporting alternative funding, to grow shared impact.

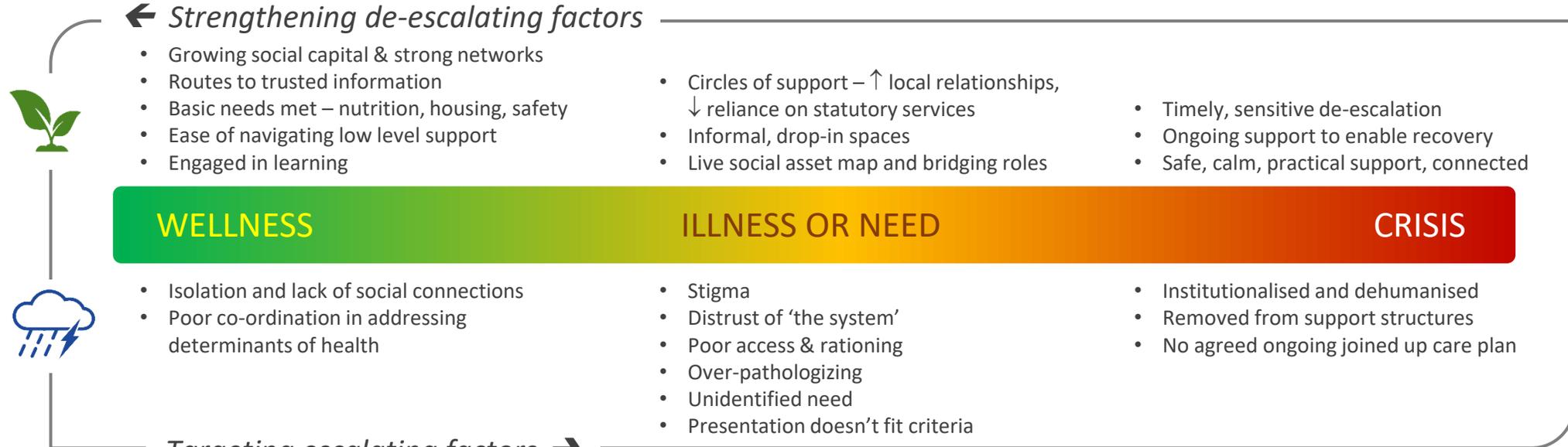
We aim to continuously improve how we enact these seven whenever we work together – whether at a very local level, or across the Mid and South Essex system. This is **our commitment to each other.**

How we will work together:

supporting local resilience; reducing crisis points; protecting the most vulnerable

When resources do not match demand, access to services becomes restricted. This can create a vicious cycle where professionals only see the most severe, complex, engrained (and resource-intensive) challenges. As Partners, we want to create a more virtuous cycle. We will find opportunities to support children, young people and their families earlier, identifying timely interventions which reduce the chance of problems escalating. We will also work as a system to protect the most vulnerable and enhance safeguarding.

This includes identifying neighbourhood and community-based strengths and resources, to develop and make better use of them.



Growing capacity for responsive, local support, reducing escalation into more complex need...

...freeing specialist teams to focus on their target population, and then discharge safely

This both requires looking beyond pathologies towards a more social view of health and wellbeing, as well as allocating a greater proportion of the funding and resources to early, low level intervention and support.



Informed, inclusive decision-making: Involving children, young people and families

Co-production has been core to the development of this framework, and will continue to be as the Partnership's work continues. These values and principles have been developed through conversations with children and young people:

- 1 Children and young people need to feel like they hold **power** and that they are being listened to throughout the whole process, from start to finish
- 2 Close the **feedback loop** by telling children and young people how their input has made a difference and how professionals are acting on their involvement
- 3 Have **options for involvement** so children and young people can participate in different ways that work for them, and importantly, **don't make any assumptions**
- 4 Be **transparent, honest and open** with young people so they can make informed decisions
- 5 Think about the **language** that is used – for example, the phrase 'shaping services' did not resonate with children and young people. Be clear on what you mean and avoid using jargon

So far we've made it to level 3: children's views being taken into account.

5. Children share power and responsibility for decision making



4. Children are involved in the decision-making process



3. Children's views are taken into account



2. Children are supported in expressing their views



1. Children are listened to

Increasing participation

Increasing power & responsibility

We need to continue to move up.





“ *[There’s] a bit of power from consultation but real power comes when young people are allowed to get involved in the physical change and participate in the process more than just a talk on initial ideas* ”

Young person involved in shaping this Partnership Framework

Unlocking collective power through common goals

Each of the Partners have existing commitments, plans and public responsibilities. Each organisation will continue to honour those commitments, and to work within their budgets.

At the same time, our respective longer term plans and national strategies endorse our shared aspirations and ambition for local children and young people.

What we are looking to achieve together is reinforced and supported by:

- the NHS Long Term Plan
- the Levelling Up mission and metrics, and Supporting Families Outcomes
- the role of public health and wellbeing required of local authorities
- school responsibilities for mental health and wellbeing
- best practice in neighbourhood policing and community safety

There is a range of progressive thinking and action happening across Mid and South Essex that is also entirely consistent with the goals and ambitions for children and young people:

- The developing MSE Integrated Care Strategy
- The Anchor Youth Partnership
- The MSE Stewardship Programme and emerging Stewardship Groups
- The MSE Population Health Management Group

The intent is common: a strong start to life for children and young people, supported by their families, who live within thriving neighbourhoods and communities.

There are finite resources across mid and south Essex, but we know they can be used differently, to achieve better outcomes.

We will discover how, by collaboration across health, education, social care, community safety, justice and wider community activity.

We will increasingly develop more joined-up, co-ordinated and proactive approaches; moving beyond 'transactions' to relationships.

We will put our energies into what we can readily do something about (alongside longer term priorities), rather than just dreaming, or looking to others for the answer.

If you are still wondering, do you have a part to play: if you work with or engage with children, young people and their families, the answer is YES!

How we organise ourselves and get things done

Our organisational landscape is complicated. With a shared intent, we will make sure we are involving and inclusive, and then focus on testing what works, in our communities and neighbourhoods.

Here is the tangible value-add to children, young people and families, through the thousands of daily interactions.

Adopting the mindset and approaches of entrepreneurs helps move beyond typical constraints. Testing small and often, using what we have at our disposal, and learning through doing with a spirit of continuous improvement.

Our strength comes from our diversity, and the different parts we have to play. Here we get to expand the envelope of who is involved. It is not a static partnership: we bring in others to play their part as and when necessary. This includes children, young people and their families, as experts by experience.

With such a complex organisational and governance landscape, a few key upfront agreements will enable greater agility across Partners, such as:

- Confirming the shared outcomes
- Agreeing place, and cohort
- Determining parameters – freedom to act, within set tolerances
- Offering support and a safety net; less about scrutiny, more about assistance



3. THINKING AND TESTING LIKE ENTREPRENEURS

2. INCLUSIVITY AND DIVERSITY OF TEAM

1. LIGHT TOUCH ADVISORY & SUPPORT



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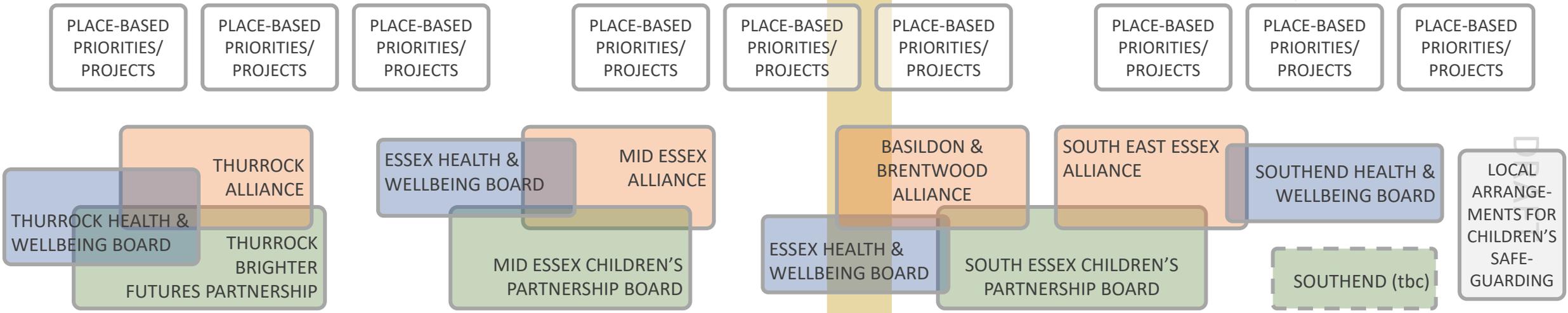
This approach is laid out in more concrete terms on the following page.

How we organise ourselves and get things done

The intent here is to visualise how as a Partnership we draw on the skills, insights, relationships and shared resources to make a meaningful impact for children, young people and families.

Targeted initiatives with clear purpose, delivered at a place-based or neighbourhood level; with autonomy to improvise to fulfil that purpose, based on local insights

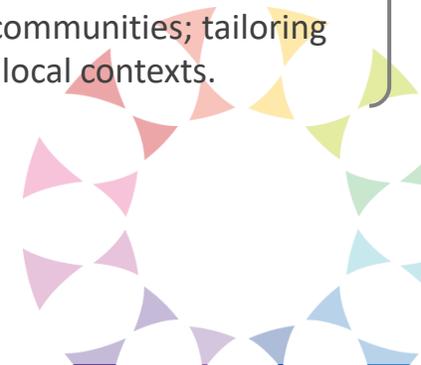
INCREASING LOCALISATION



A multi-sector body with a focused remit of children and young people, that spans the MSE system, with a steer on where to put effort and resources, and shared accountability for outcomes

A multi-sector body that has responsibility for population health improvement and spans the MSE system, with the ability to allocate resources

Local multi-sector partnerships across mid and south Essex, who understand local needs, assets, and communities; tailoring the shared focus to local contexts.



How we know we are making a difference

Measurement is important – in as far as it tells us how effectively we are making a difference to outcomes and improvements we care about.

As a Partnership we need a range of measures that:

- Are fundamentally aligned to our shared purpose and goals
- Are meaningful and deemed important across partners i.e. of universal relevance
- Provide the means for timely feedback and the impetus for continuous improvement

Common key questions to ask :

- Did support make a positive difference to you?
- Were you treated fairly and with respect?
- Were you involved and listened to?

The reason for measurement needs to be kept clear and distinct:



MEASUREMENT OF NEED

Ideally to community/ LSOA level

- Joint Strategic Needs Assessments (JSNAs)
- Index of Multiple Deprivation (IMD)
- + place-based data from partners e.g. admissions informing resource allocation



MEASUREMENT OF OUTCOMES

Tracking local variation in experiences of children and young people:

- Healthy, living well
- Happy, contented and coping well
- Safe and in a stable, nourishing environment
- Socially connected to their community
- Supported by people who can help them learn, grow and develop

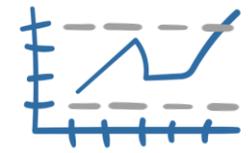
Identifying where partners need to come together; valuing partners' contributions to determinants of health and wellbeing



MEASUREMENT OF PERFORMANCE

Triangulation across Partners of service and system pressures, and delivery including:

- Supporting Families Framework
- Statutory KPIs
- Delivery against a universal offer of provision across MSE to highlight areas where there is need to design services differently



MEASUREMENT FOR IMPROVEMENT

Using improvement science to measure change over time for place-based initiatives,

plus timely qualitative feedback and stories of change to support innovation, bring in new partners and the voice of children, young people, families and communities

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Being open to influence, curious and outcome-oriented as we bring our Partnership to life

No framework or guidance would ever be sufficient to steer a course through all the choices we will have to make together. It is preferable to give 'permission to act' – to form cross-boundary relationships, to test what works, to think and act beyond organisational loyalty in the service of children, young people and their families across mid and south Essex.

Considering some of the following questions may help build shared understanding and support decision-making in the spirit of our Partnership:

- **What are the outcomes we are looking to create?**
- **How are we targeting collective resources to support those with the greatest need?**
- **What are children, young people and families telling us, and how will we work and collaborate with them?**
- **Who are our partners and champions in these changes, and whose voices might we be missing?**
- **What are the opportunities for building on community assets and networks of support, enabling timely intervention?**
- **How are we addressing the wider determinants and foundations of health and wellbeing?**
- **What are the opportunities for collaborating with initiatives that connect to our work, that could help grow impact?**
- **Do our methods of measurement align to our purpose and goals of the changes we are making, and support improvement?**

Our Partnership is built on the following



Outcomes that matter to us all



Working together on prevention, early intervention and addressing inequalities



Building trust and achieving more through an effective partnerships, including with CYP



Pooling knowledge, identifying root causes, and building on assets and capabilities



Unlocking collective power through common goals, and making better joint decisions



Problem-solving as entrepreneurs in diverse teams

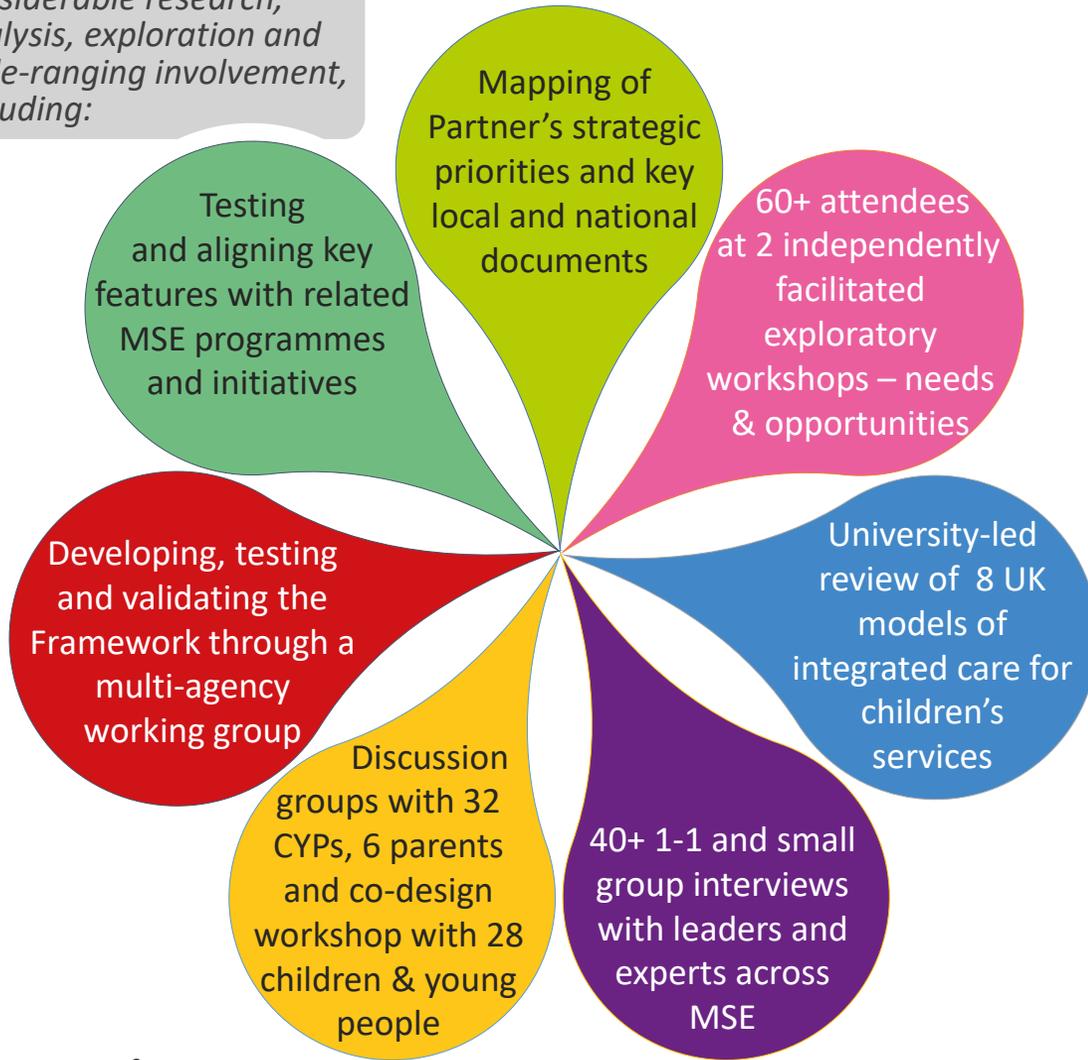


Assessing impact, adapting & improving through continuous improvement



How the Framework was formed | Where it goes next

This Framework is built on considerable research, analysis, exploration and wide-ranging involvement, including:



This Framework is not something that is static. It will evolve, adapt, grow and be shaped by the activities and efforts across mid and south Essex that bring it to life.

We seek the ongoing support and encouragement from the Mid and South Essex Integrated Care Board and Integrated Care Partnership, working closely with the Growing Well Programme Board.

This Framework is intended to make it easier for Partners to work together on shared endeavours. It will require consideration and discussion by contributors about how it shapes the nature of targeted interventions, in the light of local context and circumstances.

There is an urgency to understand the needs of children and young people across mid and south Essex. They are our next generation. We will continue to work together to bring our shared commitments to life.

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With support from:



With thanks

This framework draws on the thinking, discussion and experiences from across the MSE Partnership; people laying down organisational affiliations to work together to create a different set of responses to the needs of children and young people.

There has been shared benefit in collaborating with children, young people and their families in how we collectively name and face our realities, and start to problem-solve together.

“ *The group came from diverse backgrounds, and demonstrated real sensitivity in allowing space for voices to be heard... We must commit to true co-production because ...I would go as far as to say, we simply will not do it well without them.* ”

Feedback from a professional attending a co-creation workshop

This work has been enriched and made possible by the generous sponsorship of



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