

Brighter Futures Children's Partnership Memorandum of Understanding (MOU)

**An integrated approach to children's partnership
working and governance across Thurrock,
September 2019**

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 well-being services and enable streamlined feedback into one place that can communicate clearly with the Health and Well-being 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 well-being 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

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 Well-being 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 coterminous 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 coterminous boundary with the unitary authority, Health and Well-being Board and Healthwatch organisation, providing a logical 'place based' geographical footprint 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.
- West locality – Ockendon, Aveley and Purfleet Children's Centres
 - Central – Stifford and Thameside Children's Centres
 - East – Chadwell, Tilbury, Stanford-le-hope and Abbots Children's Centres

5. Wider context.

- 5.1. Goal 1 in the Thurrock Health and Well-being 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 Well-being 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 well-being 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 Well-being Board for note and approval.

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

X

Roger Harris
Director of Adult Services - Thurrock Borouq...

X

Jane Foster-Taylor
NHS Thurrock CCG

X

Joanna Guerin
Assistant Director - NELFT

X

Laura James
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X

Martin Lucas
The Essex Community Rehabilitation Compa...

X

Steve Brewer
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X

Jacky Bradley
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X

Penny Johnson
Thurrock Association of Secondary and Spec...

X

Kristina Jackson
Thurrock Council for Voluntary Services

X

Lisa Strong
The 14-19 Strategy Group

X

Julie Rogers
Chair Community Safety Partnership

X

Kim James
Healthwatch Thurrock

Appendix 1 – Summarised representation of Children's Partnership Integration at System, Place and Community level

