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To: Health and Wellbeing Board

Date: 28th January 2015

Subject: **Integrating the approach of Children and Young Peoples Services**

Summary:

This report sets out a series of recommendations to refresh a partnership approach to children and young people's services across the County. The report reflects on some of the challenges that need to be overcome in partnership to improve our provision of children and young people's health and wellbeing services in Kent.

Recommendation(s): **Health and Wellbeing Board members** are asked to COMMENT on the report and the following recommendations.

Recommendation 1: All partners review the membership of the Children's Health & Wellbeing Board and identify appropriate representatives to ensure they are able to effectively represent them and help to steer the strategic direction for children's services in the county.

Recommendation 2: Review Outcome 1 of Kent's Health and Wellbeing Strategy – Give Every Child the Best start in Life. We propose that the Children's Health & Wellbeing Board review this Outcome to ensure that it meets the strategic priorities of the organisations involved, and can be used to drive the delivery of the most important priorities for the county.

Recommendation 3: Work in partnership across the Districts, CCGs and KSCB to review the arrangements for working together at a local level. We believe that the current system requires improvement to work effectively, and would want partners to work together to quickly establish a way to establish local governance which is meaningful and effective for all partners.

Recommendation 4: Public Health commissioners, in partnership with all colleagues across the Health and Wellbeing Board, refresh and re-develop the model for Health Visiting to deliver an integrated service for families with young children.

Recommendation 5: Working together Early Help & Preventative Services & Health Commissioners will agree the actions and programme of work to achieve the priorities of the Healthy Child Programme.

1. Context

- 1.1. Partners across the Health and Wellbeing Board are agreed that we need to work together to put the children and families of Kent first, and use our resources in the most effective way to improve outcomes.
- 1.2. Partnership working within children's services is a highly complex and challenging area. A key aspect in this is the broad range of partners involved in ensuring that children are safe and given the best possible opportunities. In addition to the county council and health commissioners are essential relationships with schools, districts, police and a range of other partners. Added to this is the complexity of status of different children in the county, alongside the varying responsibilities and accountabilities that partners have for working with children in need, looked after children, other local authority children and unaccompanied asylum seeking children.
- 1.3. Significant progress is being made in children's services developing greater partnership working between the council, health and wider partners. Over the past year there has been a focus on strengthening links which has included the establishment of the Children's Health and Wellbeing Board, and the commencement of the Collaborative Commissioning Project Board which is expected to lead to an integrated approach to commissioning in the future.
- 1.4. Alongside these are good examples of partnership working such as the example established through the new strategy for Emotional Wellbeing that has seen partners come together to put children and families at the heart of service design. A substantial amount of consultation continues to take place with children and families to implement this work.
- 1.5. However, there have also been some weaknesses. For example, decisions with an impact on the whole system have been made without due consideration of their effect. Channels of communication are not yet sufficiently established to ensure that all who need to know are fully informed of changes, and despite there being widespread commitment across the system our governance bodies for children's strategic development are not consistent, and this can complicate communication. A particular challenge has been to achieve consistent success in locally based working, such as through Children's Operational Groups.
- 1.6. A fundamental challenge we face is to ensure that we are able to work together with the same cohesive approach and outcome focus that we have in Emotional Wellbeing, across the whole of children's services. This paper is designed to spark a conversation about how to ensure we do so.

2. Public Health: The Healthy Child Programme

- 2.1. The national framework designed to drive a cohesive approach to children's health and wellbeing is the Healthy Child Programme (HCP). This is an evidence based Department of Health early intervention and programme for children, young people

and their families. First published in 2009 it provides a comprehensive framework for services in three volumes:

1. Pregnancy and the early years,
2. The 2 year review,
3. Children aged 5-19.

- 2.2. It provides a framework for the delivery of outcomes to keep children healthy and safe as well as ready to learn.
- 2.3. In order to achieve the recommended standard for the delivery of the programme local services for children and families must be fully integrated. This requires integration of the workforce including maternity, health visiting, school nursing and GPs working together with Early Help & Preventive Services and Safeguarding services in multi-disciplinary teams.
- 2.4. In Kent a number of strands of work are in progress to deliver this. A Healthy Child Programme and Early Help review group was established in September with commissioner and provider representation. This has delivered a review of Public health in maternity services which has reported recommendations to the Childrens Health and Wellbeing Board. Connected to this, the Childrens HWBB reviewed the arrangements for children's needs assessments and it has been agreed that a specific children's JSNA will be delivered across Kent during 2015.
- 2.5. A significant change is the transfer of commissioning of the Health Visiting service in October 2015 from NHS England to KCC Public health. KCC and NHS England are already working closely together to review progress in relation to the Health Visitor workforce targets and the performance of the service.
- 2.6. The new commissioning arrangements offer further opportunity to review the Health Visiting service as a core programme of work during 2015. In particular, to look at the coordinating role that Health Visitors play in leading the delivery of the Healthy Child programme during the early years. It is an opportunity to review services from a whole system perspective, ensuring that health visitors are best placed to work across provision, effectively linking with both General Practice and Early Help & Preventative Services to ensure that families are supported at the right time in the right setting.

3. Early Help & Preventative Service Opportunities

- 3.1. Early Help is a core area in which integrated working across a range of partners is essential to success. Early Help services for children, young people and families are commissioned and provided across a wide range of agencies including schools, CCG, the council, health providers, the voluntary sector and the police and fire services.
- 3.2. A significant amount of work is already underway in this area, notably following the development of a dedicated Early Help & Preventative Services Division within Kent

County Council. The first phase of the council's 0-25 programme is due to be implemented in 2015. This will see a full restructure of the service and a range of systems and process implemented to ensure that the service is able to effectively identify the families that most need their help, and to support them in an effective, outcome focused way. The restructure is designed to enable a coterminous approach with children's social care, and close alignments with districts. A key aspect of implementation will be to work with CCGs to identify the most effective means of ensuring early help practitioners work effectively together regardless of the provider or commissioner.

- 3.3. Organisations represented across the Health and Wellbeing Board are engaged in a transformation agenda, aimed at improving outcomes within reducing budgets. Related initiatives provide a significant opportunity for the Health & Wellbeing Board to have a greater opportunity to shape the way that services work together – but they also present a risk if partners are not able to take this chance to plan in partnership, and align strategies around the needs to the community. We know that families want seamless care and do not want to repeat their needs to multiple services.

4. Conclusion & Recommendations

- 4.1. We believe that there are significant opportunities to improve outcomes and efficiency by more effectively working together both strategically and operationally. The agreement and implementation of a coherent approach to the development of service models, to communication and to decision making would enable partners to establish an integrated framework, providing the maximum opportunity to support children and families across Kent.

- 4.2. This will not be a straightforward objective to achieve, but we would propose the following recommendations as the next stage on the journey:

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