

CHESHIRE WEST AND CHESTER COUNCIL

ELLESMERE PORT AREA PARTNERSHIP BOARD

NOTES OF WORKSHOP ON INTEGRATED SERVICE DELIVERY/COMPLEX FAMILIES HELD ON 15 SEPTEMBER 2011

1. Background

A workshop was held on 15 September 2011 to provide a full briefing for the Area Partnership Board on work it has commissioned to develop an approach to integrated service delivery, with an initial focus on families with multiple needs. The workshop was facilitated by Chris Marsh, Associate Consultant with Anion Consulting who have been commissioned with APB resources to support Cheshire West and Chester Council to take this work forward.

A briefing note was sent in advance of the event to provide background information (attached to minutes). Slides used by Chris Marsh at the workshop are also attached for information.

2. Aims of Workshop

The aims of the workshop were that the APB would be:-

- Clear about background, context and purpose of work with 'complex families'
- Engaged in the development and practical delivery process
- Clear about its own role and what the APB will to carry this out
- Clear about next steps and how you will engage beyond the workshop

3. Introductory presentation

Following welcome and introductions, Chris Marsh provided an introductory presentation which set the scene for the workshop. This covered the national and local context for community budgets, integrated services and work with families with multiple needs. This made clear that this work was a major priority at both national and local level and at national level had gained more significance since the summer riots.

Chris then used a case study to illustrate the level of fragmentation that can be seen in the way public services respond to families with multiple needs now. This sparked a lively discussion amongst the Area Partnership Board, who were keen to explore the issues involved and to discuss the challenges services have in responding in the current economic and financial climate.

4. Workshop 1: What makes integration happen? What blocks it?

The Area Partnership Board were asked to consider, in their experience what the conditions are that support effective integrated service delivery, and conversely, what are the barriers to/blockers of integrated working. In two groups the Area Partnership Board took the initial discussion they had following the presentation into a more in depth consideration of the workshop question. The results across the two groups were similar. The key points raised are summarised in the tables below.

WHAT MAKES INTEGRATION HAPPEN?	
Headline point	Specific comments
Common purpose between partners	<ul style="list-style-type: none"> A desire to improve things Positive relationships Regular attendance and engagement in meetings 'Can Do' attitude Willingness to work together Flexibility to change Strong joint governance structures Shared vision and objectives Shared understanding and goals Single service plans Joint professional respect Shared outcomes Empathy Non judgemental approach
Strong joint communications	<ul style="list-style-type: none"> Effective understanding and communication between partners Easy communication routes Specific points of contact Shared information management system Data sharing between partners Listening skills Bottom up and top down communications Clarity of communications about change
Leadership	<ul style="list-style-type: none"> Clear strategic vision and leadership Senior endorsement and support
Strong coordination arrangements	<ul style="list-style-type: none"> Key case workers – lead professionals Co location of staff
Funding/budgets	<ul style="list-style-type: none"> Long terms funding arrangements Pooled budgets
Support and resources	<ul style="list-style-type: none"> Acceptance/acknowledgement of cultural change required Training and support Change management support Job shadowing

WHAT BLOCKS INTEGRATION?	
Headline point	Specific comment
Silos	Silo based policy framework Silo based commissioning Thematic silos for delivery Separate agendas Treating people in silos rather than as individuals – narrow view of service user Silo based outcomes and performance measures – target driven activity ‘Too many cooks’ and ‘talking shops’ Lack of common understanding Lack of clear governance framework for integrated working
Resistance to change	Fear of change Anxiety about loss of control Preciousness about lines of business ‘Not invented here’ mentality Organisational self interest Competing priorities Lack of engagement and attendance from some agencies
Lack of user focus	Families not signed up to change Families not in the communication loop Not putting family first
Bureaucracy	Complex funding formulas Red tape of multiple referrals and assessments Multiple targets and criteria Multiple information processes
Lack of learning	Failure to learn from the past Need for time to reflect, understand and contribute
Economy	Lack of jobs in the local economy

These comments illustrate the wide range of factors involved in the work to develop a more integrated response to supporting families with multiple needs.

Most of these matched to a set of principles that were set out by Chris Marsh as part of the workshop feedback about key system factors that drive integrated working. These are set out in the slides attached, summarised below:-

- Whole system change
- Economy, place and people – one place, one mission, one team
- Co investment in the drivers of poor outcomes
- Joint early help – prevention and early intervention across services
- Co - production at the front line

5. Workshop 2: What is the role of the Area Partnership Board and what support will it need?

As a concluding session, the whole group considered the role of the Area Partnership Board in this work and also what support it would need to enable it to effectively support and contribute to the work involved.

The tables below set out the response to these questions:-

WHAT IS THE ROLE OF THE AREA PARTNERSHIP BOARD IN SUPPORTING INTEGRATED DELIVERY?
<ul style="list-style-type: none">• Providing local leadership• Providing facilitation for change• Supporting joint team building• Identifying local distinct issues of Ellesmere Port• Bringing the Community's voice through• Providing local intelligence for commissioning• Making effective use of the local population• Developing peer influences• Building on positives of Ellesmere Port – celebrating success• Providing real joint accountability
WHAT SUPPORT WILL THE APB NEED TO DO THIS?
<ul style="list-style-type: none">• Strong arrangements for data sharing and communication• The tools for the job – access to the right resources• Information about what is happening in Ellesmere Port• Local budgets/commissioning role• Political and local accountability arrangements – strong local governance

6. Conclusion

The workshop closed on a positive note, with the Area Partnership Board confirming that they were satisfied that the workshop had helped to achieve the key outcomes of raising awareness and starting positive engagement of the Board in this important work. Several members of the Board expressed an interest in remaining involved in more detail as the work progresses.

Chris Marsh

03 October 2011