

# CYP Service Integration HWB Update

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**Harrow Borough  
Based Partnership**

Supporting better care and healthier lives

# Brief on the Case for Change

Despite having a plethora of excellent services in Harrow, family members have had to tell their stories again and again, not knowing where to go to get help, and often not being met with the right support at the right time. For families to receive the best help:

- **Services need to be joined up and integrated in their approaches.** Family members need to know who to turn to when they need help, and trusted relationships sit at the heart of this. We also know that **we need to adapt our services to reach our underserved populations.**
- **Practitioners need to understand the system that they work in and who to contact when they want to intervene proactively to support a family member.** They need to be able to **share information easily** so that they can work seamlessly with other professionals and the families under their care. They also need to **feel supported and empowered to work collaboratively across the system**, and make decisions that enable them to offer the best care they can.

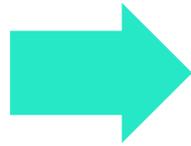
With the **financial pressures currently being felt by the system**, the **urgent need to tackle health inequalities**, and the **growth in the demand for many of our services**, we need to **make better use of our current resources and develop offers that are sustainable and adaptable.**



# Our Approach

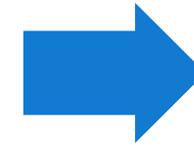
## Building Consensus (Feb '23 – Apr '23)

- ✓ Away-day 1
- ✓ Agree the vision and shared purpose
- ✓ Agree key design principles
- ✓ Agree the high-level outcomes
- ✓ Confirm emerging priorities
- ✓ Identify the risks and barriers



## Developing the Model (May '23 – Aug '23)

- ✓ Away-day 2
- ✓ Confirm the case for change
- ✓ Start unblocking barriers
- ✓ Co-production
- ✓ Prioritise changes; start immediate
- ✓ Align with neighbourhood footprints
- ✓ Start the business case



## Implementation Planning (Sept '23 – Mar '24)

- ✓ Away-day 3
- ✓ Finalise model
- ✓ Describe what will change
- Finalise plans for operationalisation and training
- Develop evaluation plan
- Business case sign-off
- Start baselining, tracking and reporting outcomes
- Implementation (Test and Learn)



# The Integrated Offer

Four priority areas were identified for the integrated model of care following a short needs assessment, stakeholder engagement and learning from other boroughs across England. These have evolved into **four programmes of work**:

- 1. Early Help for the Under 5s in the Central Integrated Neighbourhood** (Hillview Children’s Centre and outreach spokes, GP Direct and Shaftesbury GP Practices). This is an NHS England-funded pilot, running until March 2025, to develop a hyperlocal preventive care team approach to improving life chances for children and families living in disadvantaged circumstances.
- 2. Family Hub Networks.** The development of family hubs is one of the 2023/24 flagship actions for Harrow Council. There will be three hub networks, aligned to the three integrated neighbourhood teams in Harrow.
- 3. Harrow Family Front Door.** This is a digital non-stigmatising single point of contact for services that support and provide guidance for parents, carers, young people and professionals. Behind the front door sits a multi-agency panel with different areas of expertise, working together to decide and coordinate the best way to support children, young people and their families.
- 4. Team Around the Family (“TAF”) and Lead Professional Model.** The TAF is a flexible multi-agency team working together to offer supportive, early and preventative interventions to children and their families to prevent escalation of issues and reduce the need for late-stage statutory interventions. The Lead Professional will lead the TAF, advocate for the CYP family, help coordinate onward referrals and hand-hold the child/young person/parent/carer through the process of obtaining support.



# Start Well by Giving Every Child the Best Start in Life

What we have committed to do	The integrated offer supports this commitment in the following ways	The programme of work that will support the delivery of this commitment
Work together to ensure that children and families are safe	The <b>early identification of unmet or emerging needs</b> across the system and <b>proactively supporting families before crises happen</b> . Training of relevant multi-agency staff around where to access information, signpost and conduct TAFs.	<ul style="list-style-type: none"> <li>• Family Hub Networks</li> <li>• Team Around the Family and Lead Professional</li> <li>• Family Front Door</li> </ul>
Develop models of care for children and young people that meet their needs and focuses on early support and prevention	The integrated offer is primarily a <b>preventative and early intervention offer</b> .	<ul style="list-style-type: none"> <li>• Team Around the Family and Lead Professional</li> <li>• Family Front Door</li> <li>• Optivita (Early Help for the Under 5s)</li> </ul>
Ensure that schools, health and social care develop stronger working partnerships	We are holding <b>listening events in schools</b> and <b>working with schools, health and care partners in developing TAFs</b> . Holding <b>communities of practice</b> to share learning, solve issues and build expertise. The first Community of Practice takes place on 17.01.23.	<ul style="list-style-type: none"> <li>• Team Around the Family and Lead Professional (including Communities of Practice)</li> </ul>
Ensure that physical activity is promoted in all children and young people's settings	Where the need has been identified through data or engagement, we are <b>working with partners to bring their physical activity offers to the relevant family hub networks</b> (e.g. parents using The Beacon Centre have requested this).	<ul style="list-style-type: none"> <li>• Family Hub Networks</li> <li>• Optivita (for Under 5 settings in the pilot area)</li> </ul>
Address challenges that families in Harrow are experiencing through closer working with families and communities in Harrow.	<b>Co-production</b> with parents and young people in our underserved communities (with VCS support) and <b>listening events</b> in schools. <b>TAFs will include family members.</b>	<ul style="list-style-type: none"> <li>• Family Hub Networks</li> <li>• Team Around the Family and Lead Professional</li> <li>• Optivita (for Under 5 settings in the pilot area)</li> </ul>



# Family Hub Networks

## What are the Family Hub Networks?

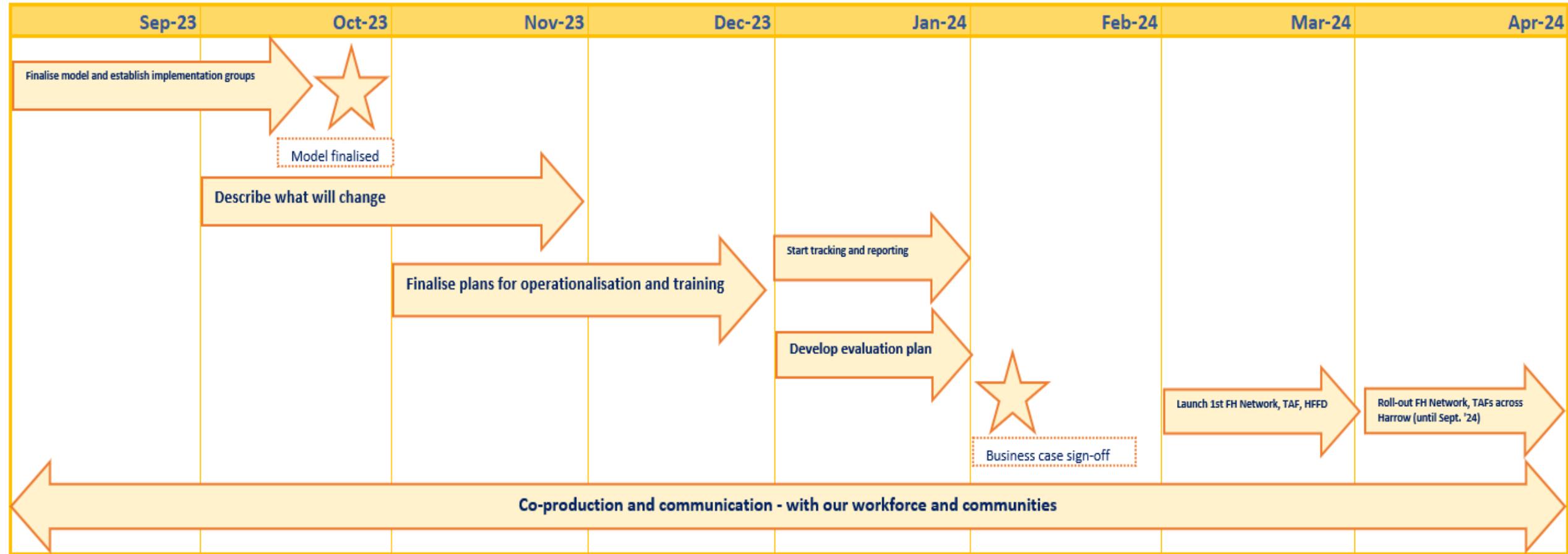
- A network of family hubs in each neighbourhood that **reach into our communities with early help and preventative interventions**, and help children, young people and families build their resilience to crises and feel well supported by the system.
- The Family Hubs are **not about physical buildings**, but about adapting how and where information, advice and help are delivered, to ensure families get the right support, at the right time, in the right place.
- The family hub networks **will map to the footprints of the three integrated neighbourhood teams (INTs) in Harrow** (East, West and Central). The current early support sites and children's centres will be aligned as follows:
  - **East:** Kenmore Park + Chandos + Stanmore Park
  - **Central:** Hillview + Elmgrove + Gange + Wealdstone Youth Hub
  - **West:** Cedars + Pinner + Whitefriars

## What will be different?

- **Taking offers out into our communities** e.g. community centres, warm hubs, schools. This will also allow for extending operational hours for activities and services.
- Enhancing the current provision by **joining up support where practitioners in the hub network are seeing the same families** (and between multi-disciplinary teams working for CYP).
- **Identifying C/YP/families** who attend the network sites and have an **unmet or emerging need, and introducing them to the Harrow Family Front Door** so they can access timely support to prevent escalation
- **Broadening the age range for support.**
- Doing more to **promote the current early help offers.**



# Roadmap to Implementation: Next 5 Months



# What Else is Required to Deliver the Model?

- We are making best use of the current resources in the system and have sourced funding from other avenues to bolster the delivery of the integrated model e.g. inequalities funding for an additional health and wellbeing worker; partnership transformation funding for co-production and for OD support; partnership Comms Equity Role to support with the communications campaign.
- There is however a need to secure additional recurrent and non-recurrent funding to be able to deliver the full integrated model and ensure the success of the programme.
- We will be taking a business case to the next Harrow Joint Management Board in February, to secure some additional funding for three TAF coordinator roles, branding and comms for the TAFs and Family Hubs Networks, and a digital tool for the Harrow Family Front Door.



# Risks

	Description	Mitigation
1.	Competing and conflicting agendas (e.g. for health visitors around SEN and a high demand for statutory work), as well as the amount of change currently occurring in the system (e.g. Children's Services restructure and alignment of management structure to support the new integrated model). <b>The risk is that teams will not have the scope to engage with the implementation and embed the changes into BAU.</b>	<ul style="list-style-type: none"> <li>Protected time for change</li> <li>Allowing for delays in responding to waiting lists when change is required whilst balancing impact of change with statutory work</li> <li>Managing the pace of change</li> <li>Organisational development (OD) support from external OD experts.</li> </ul>
2.	A number of interventions have been identified to ensure the delivery of an integrated model. There is currently no funding allocated to allow for operational delivery of the model. Any investment committed will need to be recurrent to ensure the model is sustained. <b>The delivery of the full integrated model is at risk without sustained investment.</b>	<ul style="list-style-type: none"> <li>Wherever possible we are optimising current resources to deliver the new integrated model</li> <li>Recommending a business case for required additional investment to go to the Harrow Joint Management Board in February.</li> </ul>
3.	<b>Significant organisational/structural changes within NW London ICB and Local Authority Children's Services may have an impact on engagement in the programme and on implementation timelines.</b> The move to consultation within the ICB will impact on capacity to attend meetings, as engagement meetings have already begun which ICB colleagues are attending.	<ul style="list-style-type: none"> <li>Keep comms open about timelines for organisational changes. If impact is significant, agree a slow-down on non-urgent elements of the implementation.</li> <li>Map out what can be predicted in terms of impact and agree a clear line of escalation.</li> </ul>
4.	A number of interventions have been identified to ensure the delivery of an integrated model. There is currently no funding allocated to allow for operational delivery of the model. Any investment committed will need to be recurrent to ensure the model is sustained. <b>The delivery of the full integrated model is at risk without sustained investment.</b>	<ul style="list-style-type: none"> <li>Wherever possible we are optimising current resources to deliver the new integrated model.</li> <li>A business case for the required additional investment to go to the Harrow Joint Management Board in February.</li> </ul>
5.	New Children's Services structure is not a straight map of the three INTs/FH network areas. There are no 'family hub manager' posts in the new structure although there will be some management capacity for the LA elements of delivery. <b>This could have an impact on capacity to deliver the overarching integrated model.</b>	<ul style="list-style-type: none"> <li>Workshop taking place on 08.01.23 to discuss and mitigate.</li> </ul>



# Asks of the HWB ...

- Note the work that has been completed to date to support the delivery of more integrated services for children, young people and families in Harrow, and support the delivery of the Start Well elements of the Health and Wellbeing Strategy.
- Endorse the integrated model.
- Endorse the roadmap to implementation.

