

Nottinghamshire Pathway to Integrated Services Project Board

Project Initiation Document

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Nottinghamshire Pathway to Integrated Services Project Board

Project Initiation Document

1. Objective

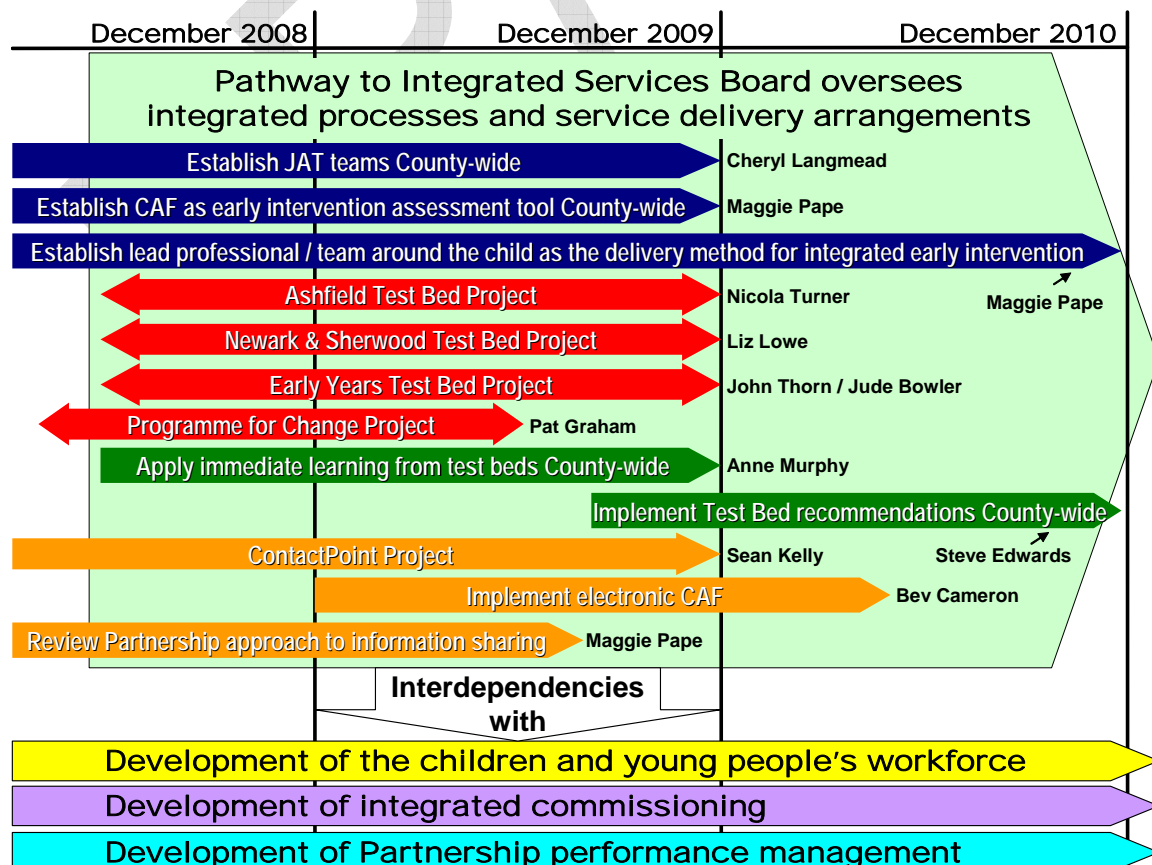
To establish a single project board to oversee the development of integrated working, ensuring that key initiatives are delivered in accordance with national Government guidance and the Nottinghamshire Children and Young People's Plan and Local Area Agreement.

The Nottinghamshire model for front-line delivery of integrated services is through Joint Access Teams (JATs), based around families of schools, and supporting practitioners who act as Lead Professionals and use the CAF as their assessment tool.

The Board would review current service delivery arrangements and business processes within partner organisations. It would identify and implement any changes needed to ensure that this Nottinghamshire model is fully embedded across the Children and Young People's Partnership.

The Board would provide oversight and coordination of three Test Bed Projects trialling possible ways of working, as well as of a number of existing developments and projects associated with the integrated delivery of services.

Developments / Projects to be overseen by the Project Board



2. Reasons for the Proposed Establishment of the Pathway to Integrated Services Project Board

The delivery of integrated early intervention work through Joint Access Teams (JATs) is beginning to deliver effective support to children, young people, parents and carers, but it has been focused on the work of front-line practitioners. As this model is rolled out across the County, we need to review our current service delivery arrangements, and consider how appropriate they are to the delivery of community-based integrated early intervention work.

Further development of integrated working, including the sustainability of JAT arrangements, will require strategic decisions about management culture, service delivery arrangements and business processes. We need to achieve consensus about a refined model for integrated working that fully supports the work of JATs, has widespread acceptance across the whole of Nottinghamshire, and reflects local need and priorities, with clarity about who is responsible and accountable for what and what that means in practice.

As part of the first integration phase of the Pathway to Integrated Services, three “Test Beds Projects” are proposed; two District Test Bed Projects, one operating in Ashfield and one operating in Newark and Sherwood, and an Early Years Test Bed. These would enable the Partnership to trial actual changes to working practices within defined localities over a defined time period (November 2008-October 2009).

There are a number of initiatives already operating to develop tools and processes to support integrated working, including:

- implementation of the Common Assessment Framework (CAF)
- development of Lead Professional working
- implementation of the national ContactPoint system
- electronic CAF implementation (early adopter)
- information sharing and confidentiality
- Programme for Change for Children with Additional Needs.

These initiatives have interdependencies with each other, with the proposed test beds, and with other developments within the Partnership, including workforce development, integrated commissioning and the development of Partnership performance management.

The strategic and operational changes needed to establish effective integrated working could best be driven forward by a multi-agency **Pathway to Integrated Services Project Board**, with oversight of the proposed Test Beds and of other integrated services initiatives, which could identify changes needed to service delivery arrangements and business processes. A single project board would ensure that work to develop the Pathway to Integrated services is itself undertaken in an integrated way. It would provide clarity about how services within the Partnership can move towards further integration of service delivery, and about how this links to other development areas, especially workforce development, integrated commissioning and the development of Partnership performance management.

3. Recommended Approach

The Pathway to Integrated Services Project Board would be established in November 2008 (subject to the agreement of the Children and Young People's Partnership) and would operate until December 2010.

The Board would need multi-agency representation at a senior level (2nd & 3rd tier or equivalent) so that commitment to service-wide action could be made

The Board would provide County-wide strategic oversight and coordination of all developments in service delivery arrangements and business processes that may be needed to embed integrated service delivery throughout the Partnership. It would ensure that:

- the goals set within Nottinghamshire's Pathway to Integrated Services are delivered
- feedback from front-line managers and practitioners contributes to the development of strategic decisions about integrated working
- children, young people and families are active participants in the development and operation of integrated working.

The Board would provide County-wide strategic oversight of the initiation, operation and evaluation of three Test Beds:

- Ashfield District Test Bed
- Newark and Sherwood District Test Bed
- Early Years Test Bed.

These Test Beds would trial actual changes to working practices within defined localities over a defined time period. Evaluation of these activities would lead to recommendations that would contribute to the development of a county-wide model for the delivery of integrated services. Test Bed activity would begin in November 2008, with final recommendations for county-wide service delivery arrangements produced by February 2010. Each Test Bed would have its own Project Board; Project Initiation Documents for the Ashfield and Newark and Sherwood District Test Beds provide more information on proposed Test Bed activities.

The Board would also provide strategic oversight of the Programme for Change for Children with Additional Needs Project and would act as the project board for:

- implementation of the Common Assessment Framework (CAF)
- development of Lead Professional working
- implementation of the national ContactPoint system
- electronic CAF implementation (early adopter)
- information sharing and confidentiality
- Programme for Change for Children with Additional Needs.

The Board would need to establish defined links with groups responsible for the commissioning and performance management of integrated working, and for the development of the children and young people's workforce (including induction and training).

Proposed Terms of Reference are in Appendix 1 and identify in more detail tasks that the P2IS Project Board might undertake.

4. Proposed Reporting Structure and Responsibilities

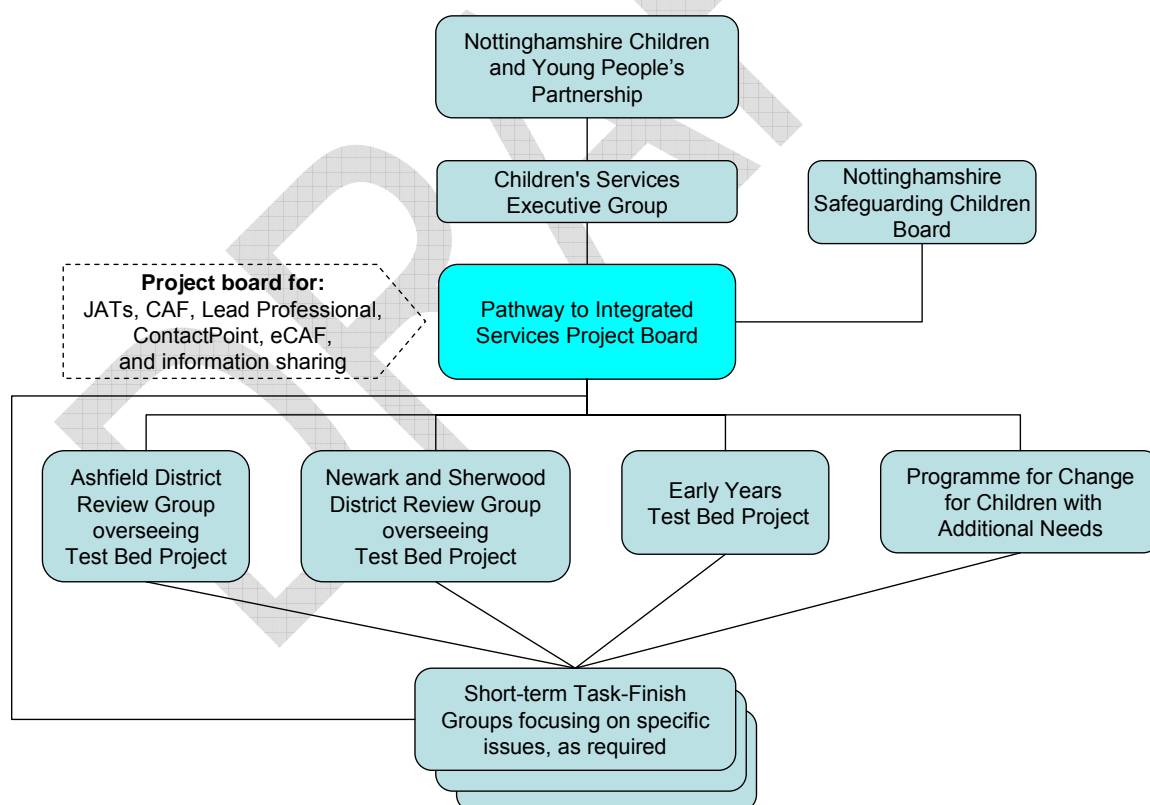
The Board would be a sub-group of the Children and Young People's Partnership Board and would report to it via the Children's Services Executive Group.

It would receive reports from the Project Boards responsible for the development of Test Beds and the Programme for Change Project Board, and from:

- JAT Project Manager
- CAF and Lead Professional Development Manager
- ContactPoint Project Manager
- eCAF Project Manager.

The Board or any of its sub-groups might set up short-term, task-finish groups to work on any aspect of developing integrated working and would receive reports from any such sub-groups in operation.

A proposed reporting structure is shown in the diagram below:



The work of the Project Board would be supported by the County Council Integrated Services Team. It is recommended that the CAF/Lead Professional Development Manager provides project management support to the Board.

5. Outline Project Plan

The Gantt chart on the following page provides an overview of the outline project plan. It identifies major milestones and key activities for:

- the P2IS Project Board
- JAT, CAF and Lead Professional Implementation
- District Test Beds
- ContactPoint project.

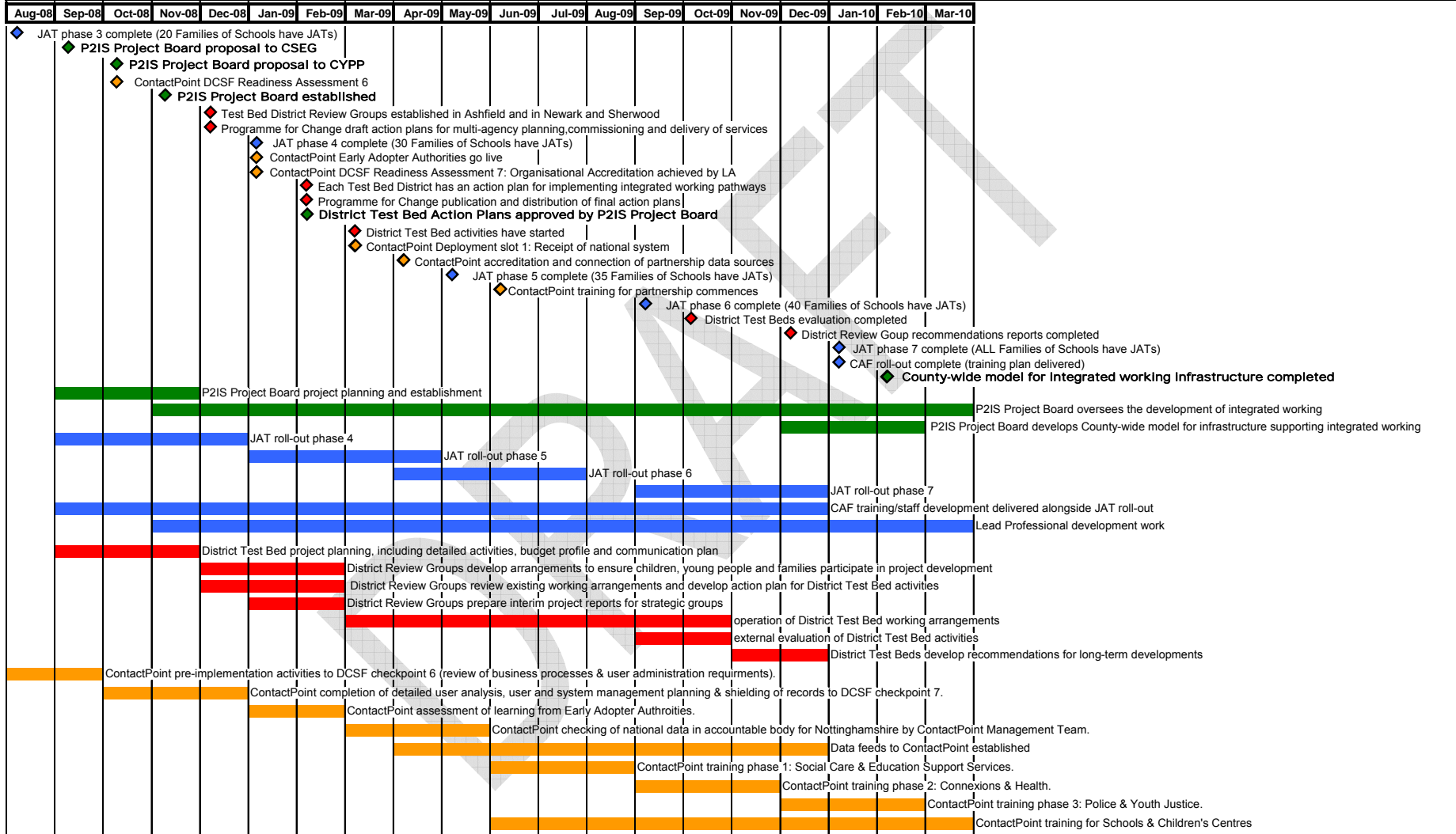
The Board would refine this plan and add to milestones and activities. In addition, each of the projects or developments overseen by the Board would have its own Project Plan.

The Board would be responsible for 10 main initiatives (3 Test Beds, Programme for Change, JATs, CAF, Lead Professional, Contact Point, eCAF and Information Sharing). It would be impractical for reports on all these initiatives to be received at every meeting. Therefore it is proposed that the Board works to a reporting schedule and discusses a limited number of initiatives each meeting, with provision for any urgent items relating to other initiatives to be raised.

It is recommended that the Board meets monthly. Monthly meetings would allow for a manageable agenda of around 3 main items, while allowing each initiative to be discussed at 2-3 month intervals.

A suggested reporting structure for monthly Board meetings is in Appendix 2. Milestones used in this reporting structure are taken from the Gantt chart showing the outline Project Plan.

Pathway to Integrated Services Project Board: Initial Project Plan (August 2008 to March 2010)



6. Estimated Project Costs

There will be costs associated with the following activities. Initial estimates for some costs are included.

Description	08/09 financial year £	09/10 financial year £	10/11 financial year £
Project management of P2IS board work (1/3 FT post)	8250	17000	17500
Administrative support for the Board (1/3 full-time post)	3000	6200	6500
Venue, hospitality and administration costs for Board meetings	100	500	0
Communication events and activities	200	1000	1000
Events and materials to support the participation of children, young people and families	500	1000	1000
Costs associated with initiation, operation and final evaluation of Test Beds (see PID for Test Bed Projects for more detail)	0	To be confirmed	0
Total	12050	25700	26000

APPENDIX 1

Nottinghamshire Pathway to Integrated Services Project Board Proposed Terms of Reference

These Terms of Reference were agreed at the first meeting of the Board on ##### and are current until #####.

Purpose of the Board

The Board will oversee the development of integrated working in Nottinghamshire, ensuring that key initiatives are delivered in accordance with national Government guidance and the Nottinghamshire Children and Young People's Plan and Local Area Agreement.

The Nottinghamshire model for front-line delivery of integrated services is through Joint Access Teams (JATs), based around families of schools, and supporting practitioners who act as Lead Professionals and use the CAF as their assessment tool.

The Board will review current service delivery arrangements and business processes within partner organisations. It will identify and implement any changes needed to ensure that this Nottinghamshire model is fully embedded across the Children and Young People's Partnership.

The Board will provide oversight and coordination of Test Bed Projects that will trial possible ways of working, as well as of a number of existing developments and projects associated with the integrated delivery of services.

The Board will act as the Project Board for the local implementation of the national ContactPoint and electronic CAF systems.

Status of the Board

The Board is a sub-group of the Children and Young People's Partnership Board and reports to it via the Children's Services Executive Group.

Group Membership

The Board will have multi-agency representation at a senior level (2nd & 3rd tier or equivalent) so that commitment to service-wide action can be made.

Main Tasks

1. Work as a multi-agency group to ensure all partner organisations' views, expectations and business needs are addressed.
2. Provide inter-agency co-ordination of:
 - the development of integrated delivery of front-line services
 - changes needed to infrastructure, service delivery arrangements and business processes to support integrated front-line delivery of services.
3. Identify key areas of progress and any issues to be reported to the Children's and Young People's Partnership or its Executive Group.
4. Oversee the establishment, operation and evaluation of:
 - two district Test Bed Projects, in Ashfield and in Newark and Sherwood
 - one early years Test Bed Project

Test Bed activity will begin in November 2008, with final recommendations for county-wide service delivery arrangements produced by December 2009.
5. Oversee the Programme for Change Project for Children with Additional Needs, operating from April 2008 - March 2009
6. During the time period that Test Bed Projects are operational, identify any learning that can result in immediate changes to service delivery arrangements county-wide, and ensure that these changes are implemented as soon as possible across all organisations within the Partnership.
7. By February 2010, develop a Partnership model for the long-term changes to service delivery arrangements and business processes that will be needed to ensure that the Nottinghamshire model for integrated working is sustainably embedded throughout the Partnership.
8. Oversee the roll-out of Joint Access Teams (JATs) and the Common Assessment Framework (CAF), in accordance with agreed timelines, to be implemented county-wide by December 2009.
9. Coordinate the development of a Partnership approach to the further development of Lead Professional / Team Around the Child working, which will build on the implementation of the CAF and JATs, and use the Test Bed Projects to trial working arrangements.
10. Develop a Partnership approach to an Integrated Care Pathway, involving universal, targeted, and specialist services, which provides equitable access to services and coherent assessment processes, and use the Test Beds Projects to trial working arrangements.

11. Review the Partnership approach to confidentiality and information sharing and develop additional Nottinghamshire guidance or protocols, if these are considered necessary by the Partnership.
12. Act as the Project Board for the local implementation of the national ContactPoint system, undertaking the tasks of a project board as set out in national Government requirements and guidance for this development.
13. Act as the Project Board for the local implementation of the national electronic CAF system (eCAF), undertaking the tasks of a project board as set out in national Government requirements and guidance for this development, including any responsibilities in relation to Nottinghamshire's role as part of the East Midlands Early Adopter Cluster Group.
14. Establish links with groups responsible for the development of other interdependent initiatives including performance management, integrated commissioning and the development of the children and young people's workforce.
15. Ensure that children, young people and families are active participants in the development and operation of integrated working, with opportunities to influence how services are delivered, in ways that they find accessible and meaningful.
16. Set up any temporary or permanent sub-groups required to develop any aspect of the Board's, and receive reports from any such sub-groups in operation.

APPENDIX 2

Pathway to Integrated Services Project Board:

Possible Meeting Schedule September 2008 – March 2009

	Identified milestone	Suggested Agenda Items
Sep 2008	◆ P2IS Project Board proposal to CSEG	
Oct 2008	◆ P2IS Project Board proposal to CYPP ◆ ContactPoint DCSF RA 6	
Nov 2008	◆ First meeting of P2IS Project Board	<ul style="list-style-type: none"> ● Agreement of Group Terms of Reference ● Overview of all projects and developments to be overseen by P2IS Project Board
Dec 2009	◆ First meetings of District Review Groups overseeing Test Beds ◆ Programme for Change draft action plans	<ul style="list-style-type: none"> ● Reports from Test Beds and Programme for Change ● ContactPoint and eCAF ● Identify interdependencies with other development areas
Jan 2009	◆ JAT roll-out phase 4 complete ◆ ContactPoint Early Adopter Authorities go live ◆ ContactPoint DCSF RA 7	<ul style="list-style-type: none"> ● JAT and CAF roll-out progress reports ● Lead Professional development ● ContactPoint and eCAF ● Identify interdependencies with other development areas
Feb 2009	◆ District Test Beds Action Plans produced ◆ Programme for Change publication / dissemination of final action plans	<ul style="list-style-type: none"> ● Reports from Test Beds and Programme for Change ● Review of Test Beds Action Plans and Programme for Change action plan
Mar 2009	◆ ContactPoint Deployment slot 1: Receipt of national system	<ul style="list-style-type: none"> ● ContactPoint and eCAF ● Information sharing ● Review interdependencies with other development areas
Apr 2009	◆ ContactPoint accreditation and connection of partnership data sources	<ul style="list-style-type: none"> ● Reports from Test Beds ● JAT and CAF roll-out progress reports ● Lead Professional development
May 2009	◆ JAT roll-out phase 5 complete	<ul style="list-style-type: none"> ● ContactPoint and eCAF ● Information sharing ● Review interdependencies with other development areas
Jun 2009	◆ ContactPoint training for partnership commences	<ul style="list-style-type: none"> ● Reports from Test Beds ● JAT and CAF roll-out progress reports ● Lead Professional development
Jul 2009		<ul style="list-style-type: none"> ● ContactPoint and eCAF ● Information sharing ● Review interdependencies with other development areas

Aug 2009		
Sep 2009	◆ JAT roll-out phase 6 complete	<ul style="list-style-type: none"> ● Reports from Test Beds ● JAT and CAF roll-out progress reports ● Lead Professional development ● ContactPoint and eCAF
Oct 2009	◆ External evaluation of District Test Beds completed	<ul style="list-style-type: none"> ● Reports from Test Beds ● Review Test Bed External Evaluation ● Development work on county-wide infrastructure model
Nov 2009		<ul style="list-style-type: none"> ● ContactPoint and eCAF ● Information sharing ● Development work on county-wide infrastructure model
Dec 2009	◆ District Review Groups have completed recommendations for integrated working	<ul style="list-style-type: none"> ● Review Test Bed recommendations ● Development work on county-wide infrastructure model
Jan 2010	<ul style="list-style-type: none"> ◆ JAT roll-out phase 7 complete ◆ CAF training roll-out completed 	<ul style="list-style-type: none"> ● ContactPoint and eCAF ● Final review of JAT and CAF roll-out and agreement on any further action needed to embed CAF/JAT /lead professional ● Development work on county-wide infrastructure model
Feb 2010	◆ Model for county-wide infrastructure to support integrated working completed	<ul style="list-style-type: none"> ● Agree model for county-wide infrastructure to support integrated working
Mar 2010		<ul style="list-style-type: none"> ● Publication / dissemination of model for county-wide infrastructure and agreement of implementation plan