



**SOUTH GLOUCESTERSHIRE**  
**LOCALITIES IMPLEMENTATION PLAN**  
**2010 – 2011**

Doc ref: D410-1-291-10

**Background:**

This plan has been developed by the Localities Leadership Group. This group is made up of senior officers from the four partners involved in the locality hubs. The current representation is:

NBT: Sharon Nicholson and Teresa Bailey  
 PCT: Kathryn Hudson and Maria Hennessey  
 Connexions: Katie Harwood  
 SGC: Nick Aslett, John Skinner and Austin McNamara

The plan forms part of the following framework:

Tier	Plan	Owner
One	Sustainable Communities strategy	Local Strategic Partnership
Two	Children and Young People Plan	Children and Young People Trust
Three	Locality Partnership Plan (Community Children's Health Partnership NBT, Health Commissioners, South Gloucestershire Council and Connexions)	Senior Officer Group

The South Gloucestershire Charter for Children and Young People has safeguarding and equality of opportunity at its heart. The Charter states that:

We will work to provide really good services which put children, young people and their families first and:

- provide really good services;
- involve children, young people and their families;
- work with locality and communities;
- join up and integrate our work together;
- focus on the early identification of needs and preventative action.

This plan supports this vision and sets out how we will work in localities to delivery on the commitments described in the Charter.

Priority Areas - The Localities Leadership Group has identified the following priority areas for 2010 - 11:

- Governance
- Commissioning / resources
- Communication Strategy
- Workforce development
- Service Pathway and impact - including the consolidation of points of entry and the use of CAF
- Locality specific priorities - identified following a conference at BAWA in March 2010 (Heads of Locality)

Timescales:

30/9/10 Plan approved by Senior Officer Group  
 20/10/10 Plan to Children's Trust Board for approval

### **Locality Specific Plans**

Background:

On 15.12.09 the Senior Officer Group identified the following priority areas for integrated locality working:

Stay Safe	Children and young people grow up in safe homes
Be Healthy	Children and young people are a healthy weight and are emotionally healthy
Enjoy and Achieve	Narrowing the gap for vulnerable groups and participation / progression / achievement
Positive Contribution	CYP develop the self confidence to successfully deal with significant life changes and challenges
Economic Wellbeing	More young people are in employment, education and training (EET) and fewer children and young people live in poverty

In March 2010 a Partnership Conference was held that applied the Turning The Curve methodology to the following priorities:

- More children and young people grow up in safe homes.
- Reduce the proportion of children who are obese.
- More children and young people develop the self-confidence to successfully deal with significant life changes and challenges.
- Membership of any particular vulnerable group(s) is not a barrier to performance in the Early Years Foundation Stage Profile (EYFSP).
- Reduce the proportion of 16-18 year olds not in employment, education or training (NEETs).
- Reduce the number and proportion of the current generation of children and young people living in poverty.

The Children and Young People Partnership web site contains more information on this work:

<http://www.sgcyp.org/Vision/CYPP20092012/OutcomeFocusedPlanning/tabid/369/Default.aspx>

Priority Area	Locality Governance		
Purpose	<ul style="list-style-type: none"> <li>• To create a set of coherent, transparent and robust governance arrangements for integrated locality services within the context of the Children's Trust</li> <li>• To ensure clear lines of delegation and accountability</li> <li>• To achieve an appropriate balance between consistency across all three localities and responsiveness to local needs</li> <li>• To enable locality based performance management</li> </ul>		
Action		Responsibility /Reporting	Time frame
1. To agreed a shared definition of governance		Localities Leadership Group	By 1/11/10
2. Clarify and strengthen the role of the Children's Trust Board in determining the vision and setting the strategic direction for locality working (within the context of the Children and Young People's Plan)		Heads of Locality Children's Trust Board	By 12/10
3. Establish the lines of delegation and accountability between the Children's Trust Board, the Senior Officers Group, the Locality Leadership Group and the Locality Management Teams and explore the role of Locality Steering Groups within this.		Heads of Locality Senior Officers Group	By 12/10
4. Establish, and determine the terms of reference of, locality-based Task and Finish Groups to bring partners together to address key local priorities.		Heads of Locality Locality Leadership Group Locality Steering Groups	From 09/10
Evaluation			
Next Steps			

Priority Area	Communication		
Purpose	<ul style="list-style-type: none"> <li>• To improve efficiency in order to maximise positive outcomes for children, young people and families by ensuring that the service offer is explained and publicised in a consistent, positive and clear manner.</li> <li>• To improve communication by implementing an agreed communications strategy which develops skills, protocols and use of technology in order to offer a coherent service to children, young people and families.</li> <li>• To encourage a two way communication with service users in order to improve services.</li> <li>• To ensure that both external and internal communication leads to the right people being informed of the right information, at the right time and through the right medium.</li> </ul>		
Action		Responsibility /Reporting	Time frame
1. Develop an internal communication strategy across the 4 partners (NBT, PCT, Connexions, SGC) which : <ol style="list-style-type: none"> <li>a. Assess the current communication strategies of the partners.</li> <li>b. Set principles for all internal communication.</li> <li>c. Describe protocols which ensure that all staff are kept fully informed and which ensure the effective flow of information both about corporate issues and about individual service users.</li> <li>d. Allow staff to offer suggestions re improvements to services.</li> </ol>		Hub Managers Task and Finish (PID) Group  Reporting to Senior Officers Group	By 01/11
2. Plan and implement an agreed external communication strategy which: <ol style="list-style-type: none"> <li>a. Ensure channels by which children, young people and families can comment on the service offer and suggest improvements.</li> <li>b. Publicise services available.</li> <li>c. Celebrate successful outcomes through internal and external publicity.</li> <li>d. Manage the media in order to promote integrated working.</li> <li>e. Agree protocols re branding.</li> </ol>		Heads of Locality Senior Officer Group Children's Trust Board	By 04/11
3. Ensure that technology in hubs and across partners allows efficient, save and secure methods of communication. Ensure that all staff are trained and confident in using communication methods.		ICT Leads (for CYP, NBT, PCT,LPW) Children's Trust Board	By 09/11
Evaluation			
Next Steps			

Priority Area	Commissioning and resources		
Purpose	To improve outcomes for children, young people and families by ensuring that an integrated service offer is delivered consistently from each Hub and that resources are appropriately allocated to ensure that <b>the right child receives the right service at the right time in the right place</b>		
	Action	Responsibility /Reporting	Timeframe
	1. The 4 partners (NBT, PCT, Connexions, SGC) develop a single description of the allocation of resources across the 3 localities: <ul style="list-style-type: none"> <li>• Stage 1 staff and other resources</li> <li>• Stage 2 activity and involvement</li> </ul>	Locality Leadership Group (LLG)	Stage 1 23/11/10 Stage 2 1/4/11
	2. The 4 partners design and implement an annual commissioning cycle based on the NHS model (strategic planning, procuring services, monitoring and evaluating) that allocates staff and resources to each locality based on need from 1 <sup>st</sup> April each year. <ol style="list-style-type: none"> <li>Stage 1 (assess need, review provision, decide priorities). Bring together needs analysis and management information from 4 partners and agree a single picture broken down by Locality</li> </ol>	LLG	23/11/10
	<ol style="list-style-type: none"> <li>Stage 2 (design services, shape structure of supply, plan capacity and manage demand) supported by the work on a single service pathway ensure that supply in each locality is allocated on the basis of need</li> </ol>	LLG	For 1/4/11
	<ol style="list-style-type: none"> <li>Stage 3 (managing performance and seeking views of service users) Supported by the work on impact - design and implement a performance management framework across the partners</li> <li>Evaluate the implementation of the first annual cycle and agree ongoing process</li> </ol>	LLG	
Evaluation			
Next Steps			

Priority Area	Service Pathway and impact measurement		
Purpose	<ul style="list-style-type: none"> <li>• To establish a functional integrated service delivery model</li> <li>• To develop and implement an integrated care pathway</li> <li>• To achieve the full implementation of CAF</li> <li>• To embed measures that allow us to evaluate the impact of integrated locality working in addressing the needs of children, young people and their families, covering both outcomes and process indicators.</li> </ul>		
Action		Responsibility	Timeframe
1. Develop an overarching integrated working project plan and critical path		Children's Trust Board SOG Locality leadership Group	04/11
2. Develop a seamless Locality Hub care pathway which consolidates points of entry for all service enquiries and contacts, considers the implementation of the Early Intervention Measurement Tool and includes the views of Service Users		Heads of Locality. Locality Mgt Group Task and finish Group	04/11
3. Set up a CAF Partnership Steering Group		SOG Locality Leadership Group	11/10
4. Complete work on CAF Implementation Plan and Toolkit		SOG Locality Leadership Group CAF Steering Group	26/11/10
5. Assess current outcome data collected for each service and set a trajectory to measure at baseline, a 2 <sup>nd</sup> time point before locality working starts at Kingswood & Severn Vale & 3 <sup>rd</sup> time point 1 year after locality working in place. Ensure outcome data in annual reporting.		TM/NA/JP/Health Representative from NBT & NHS S Glos	End March 2011
6. Ensure that locality management reports are fit for purpose		NA/Rep from NBT (CCHP)	End March 2011

Evaluation	
Next Steps	

Priority Area	Workforce												
Purpose	To support the development of the Children's Workforce in Localities through the identification of commonalities within the CCHP NBT and CYPD workforce strategies and develop an action plan for implementation of priority work streams to include : <ul style="list-style-type: none"> <li>o The evaluation of current working practices.</li> <li>o Analysis of information on workforce.</li> <li>o The reviewing roles, skills, training requirements.</li> <li>o Joint workforce governance arrangements in particular safeguarding.</li> </ul>												
	<table border="1"> <thead> <tr> <th>Action</th> <th>Responsibility</th> <th>Timeframe</th> </tr> </thead> <tbody> <tr> <td>1. Review the current arrangements for the implementation of the Children and Young People Trust Workforce Strategy 2010-2012</td> <td>All agencies</td> <td>Nov 10</td> </tr> <tr> <td>2. To review and update Workforce Strategy Plan 2010 -2012 to include NBT workforce plans</td> <td>Workforce Strategy Implementation Group (WSIG)</td> <td>Nov 10</td> </tr> <tr> <td>3. To review existing management arrangements in Hubs and agree next steps following South Glos Council restructure</td> <td>Locality Mgt Group</td> <td>Jan 11</td> </tr> </tbody> </table>	Action	Responsibility	Timeframe	1. Review the current arrangements for the implementation of the Children and Young People Trust Workforce Strategy 2010-2012	All agencies	Nov 10	2. To review and update Workforce Strategy Plan 2010 -2012 to include NBT workforce plans	Workforce Strategy Implementation Group (WSIG)	Nov 10	3. To review existing management arrangements in Hubs and agree next steps following South Glos Council restructure	Locality Mgt Group	Jan 11
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Evaluation													
Next Steps													

Priority Area	Yate Locality		
Purpose	<ul style="list-style-type: none"> <li>• To work collectively to identify and agree local priorities and take joint action to address them</li> <li>• To strengthen links between the locality arrangements and other partnership activity in Yate, including priority neighbourhoods</li> <li>• To raise awareness of and positively promote the Hub core offer and the benefits of integrated working</li> </ul>		
Action within the Hubs		Responsibility /Reporting	Time frame
1. Relaunch the Steering Group and redefine its purpose Agree up to 3 local priorities for 2010/11 and establish Task and Finish Groups to each of them Determine some simple measures to track progress on these priorities		Head of Locality (HoL) Steering Group	10/ 10
2. Undertake an audit of existing partnership activity in the locality, including priority neighbourhoods, to ensure synergy with Hub developments		HoL (with support from Community Services)	12/10
3. Establish a link with General Practitioners in the Locality and agree what if any partnership arrangements need to be developed		HoL	12/10
4. Ensure that all developments being put in place for the Hubs in KW and SV are retrospectively applied to the Yate Hub		HoL and Project Board	3 /1
5. Refresh Locality Profiles and Turning the Curve data sets		HoL and Joe Prince	3/11
6. Take every opportunity to raise awareness of and promote the Hub, both internally within partner organisations (including schools and GP practices) and to the general public (including children and young people)		Head of Locality Locality Management Team Corporate Comms	Ongoing
Evaluation			
Next Steps			

Priority Area	Kingswood Locality		
Purpose	<ul style="list-style-type: none"> <li>• To work collectively to identify and agree local priorities and take joint action to address them</li> <li>• To strengthen links between the locality arrangements and other partnership activity in Kingswood, including priority neighbourhoods</li> <li>• To undertake all the necessary preparatory work for the successful co-location of services into the new Hub</li> <li>• To raise awareness of and positively promote the Hub core offer and the benefits of integrated working</li> </ul>		
Action within the Hubs		Responsibility /Reporting	Time frame
1. Relaunch the Steering Group and redefine its purpose. Agree up to 3 local priorities for 2010/11 and establish Task and Finish groups to each of them Determine some simple measures to track progress on these priorities		Head of Locality Steering Group	Oct 10
2. Undertake an audit of existing partnership activity in the locality, including the three priority neighbourhoods, to ensure synergy with Hub developments		Head of Locality (with support from Community Services)	By Dec 10
3. Resolve all the outstanding issues well in advance of the move into the new Hub, including: ICT and telephony, reception services, space planning, storage and zoning of teams, facilities management, building maintenance and revenue costs		Head of Locality Project Manager Project Delivery Group	By Mar 11
4. Organise a series of events to prepare the locality workforce for the new ways of working expected in the Hub		Head of Locality Locality Management Team	By Mar 11
5. Take every opportunity to raise awareness of and promote the Hub, both internally within		Head of Locality	Ongoing

partner organisations (including schools and GP practices) and to the general public (including children and young people)	Locality Management Team	
Evaluation		
Next Steps		

Priority Area	Severnvale Locality		
Purpose	<ul style="list-style-type: none"> <li>• To work collectively to identify and agree local priorities and take joint action to address them</li> <li>• To strengthen links between the locality arrangements and other partnership activity in Severnvale, including priority neighbourhoods</li> <li>• To undertake all the necessary preparatory work for the successful co-location of services into the new Hub</li> <li>• To raise awareness of and positively promote the Hub core offer and the benefits of integrated working</li> </ul>		
	Action	Responsibility	Timeframe
	1. The Severnvale Locality Steering Group will oversee a project to develop an integrated intervention in a Severnvale Secondary school designed to reduce youth homelessness, using a hub and spokes model.	HoL/Locality Steering group	Intervention model to be developed by Dec 2010.
	2. Undertake an audit of existing partnership activity in the locality, including the priority neighbourhoods, to ensure synergy with Hub developments	Head of Locality (with support from Community Services)	By Dec 10
	3. Resolve all the outstanding issues well in advance of the move into the new Hub, including: ICT and telephony, reception services, space planning, storage and zoning of teams, facilities management, building maintenance and revenue costs	Head of Locality Project Manager Project Delivery Group	By Mar 11
	4. Organise a series of events to prepare the locality workforce for the new ways of working expected in the Hub	Head of Locality Locality Management Team	By Mar 11
	5. Take every opportunity to raise awareness of and promote the Hub, both internally within partner organisations (including schools and GP practices) and to the general public (including children and young people)	Head of Locality Locality Management Team	Ongoing

Evaluation	
Next Steps	