

Hub Partnership Structure: July 2011

1. Hub Partnership Structure

At the Early Intervention Hub Steering Group meeting in June 2011, the recommendations included in this paper were endorsed. Hubs sit inside the CEF Directorate within OCC, with clear lines of governance, management accountability and financial control in place. A Hub Partnership (HP) Structure was proposed to:

- a) involve wide stakeholders equally in planning, delivery and development of Hubs, including staff, internal partners (e.g. Children's Centres etc), Satellites, children, young people, parents, carers, schools and school partnerships, health, police, voluntary sector partners, community organisations, faith groups, District Councils, private sector partners etc
- b) clarify county and local Hub accountability and communication routes.

It was agreed that where other local partnership arrangements could be built on or merged to prevent duplication, build partnership working locally and increase efficiency, these should be considered from the outset. It is envisaged that this will be different in the local areas.

The proposals are based on:

- the commitment embedded within the Children and Young People's Plan 2010-14 to involve users and stakeholders at the heart of planning and service delivery
- the existing Children's Centre and Young People's Centre models
- a consultation with 48 young people who are currently involved in IYSS forums
- the Coalition Government's legislative programme, which puts increasing emphasis on greater community involvement, co-production*, transparency and participative engagement, (e.g. Healthwatch, Localism, Big Society, Equity and Excellence etc).

2. Principles for the Hub Partnerships

- Shared core principles and Terms of Reference across all Hubs
- A culture of *equal partnership and ownership* with multi-agency partners, the local community and users in planning, design, commissioning and delivery of services
- A commitment to equalities, through agreed routes to act on/promote the Equalities Act
- Transparent plans and performance to encourage shared responsibility
- Local demography and diversity is reflected in the HP membership
- Commitment to pro-active engagement and participative involvement of all stakeholders, through diverse routes, including social media
- Hubs are centres *to go out from* more than to get people *in to (YP)*
- Social media is used creatively to reach people, create dialogue, understand communities, solve problems, intervene early, maximise local 'presence'
- All Hub staff should - *talk to people, listen, respect, hear, don't judge (YP)*
- Existing users, partners and stakeholders and new ones are involved – to ensure continuity, smooth transition and a platform for change

3. Role and remit of Hub Partnerships

3.1 The county HP will:

- ensure consistency across Hubs, review data and progress, support/share good practice, discuss challenges and issues at county level
- ensure countywide communication is relevant, useful, up-to-date, proportionate and user-friendly
- review engagement at local levels (including satellites) and ensure good practice is shared
- ensure users and stakeholders are included in all recruitment, commissioning etc
- promote and develop social media routes
- consider and challenge performance, outcomes and impact
- ensure local messages feed into relevant structures (e.g. LATB's OCYPT etc)

3.2 The local HP will :

- act as the local intelligence to spot upcoming issues and opportunities
- review, prioritise, plan, develop, champion, promote, support, and inform Hubs
- harness common ownership of problems and shared problem solving – drawing on the resources of users and the community to find local solutions
- develop relevant local communication strategies with users and partners
- ensure users/stakeholders are involved in recruitment and any commissioning
- develop local solutions (and draw on others experience) to engage all partners
- establish a 'Question room' – virtually and/or physically – to create debate, two-way information and *“to make decisions transparent and interactive” (YP)*
- create local sub-group/short-life groups as necessary to undertake specific tasks
- ensure transparency of budgets, external funds, pressures and financial plans to establish an open and transparent culture
- explore fund raising opportunities.

4. Structure, reporting and accountability (see Appendix 1)

The structure below will change and evolve as the new Government requirements (e.g. for the Health and Wellbeing Board) and local strategic/structural arrangements develop. Once the Hub Managers are appointed, establishing the HPs would be an early priority to create ownership and engagement from the outset.

Local HPs will liaise with appropriate local planning groups to decide on the appropriate local arrangements, and report quarterly to the County HPs and Local Area Trust Boards (or appropriate evolving structures). Local structures will be developed with School Partnerships, health services and GP Consortia, police, City/District Councils as appropriate.

County HPs will provide 'intelligence' from across the county and will inform service development, commissioning, Trust levels, planning, and the development of EIS.

5. Resourcing: estimate £3k per Hub p/a

To ensure the HPs are robust, functional and non-tokenistic, they will require:

- co-ordination/admin support to convene/support meetings
- support for appropriate user engagement (especially to ensure the inclusion of diverse groups)
- development time to create and sustain interest/engagement of users/partners
- training and team building investment

- budget for meeting/refreshment costs, expenses for users, accreditation/rewards
- recognition of internal partner resourcing.

6. Membership of Hub Partnerships

6.1 Local HPs will be convened and chaired for the first meeting by the Hub Managers. Thereafter, they should be jointly chaired by the Hub Manager and another member of the partnership. All HPs should include membership from:

- Parents/carers
- C&YP (including school councils/Oxfordshire Youth Parliament etc)
- Schools/partnerships
- Health providers
- GP's/PCT
- Police
- Voluntary, Community and Faith Sectors – as relevant to the particular area
- District/City Council
- Local County/District Councillors
- Children's Centres
- YOS
- Children's' Social Care Services
- Behaviour Support
- Youth, Engagement & Opportunities

6.2 County HP

Chairs of all local HPs: i.e. Hub Managers and AN other representative – giving (hopefully) inclusion of parents/schools/health/police/C&YP/VCS/DC partners etc.

7. Terms of Reference

County and local Hub arrangements and membership will be agreed by members at their first meetings (based on the framework ratified by the Steering group). A blank template is attached in Appendix 2 to ensure some consistency.

* **Co-production** emerged as a concept in the 1970's in relation to policing in the US. It is a means of delivering public services through developing an equal and reciprocal relationship between professionals, people using the services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change.

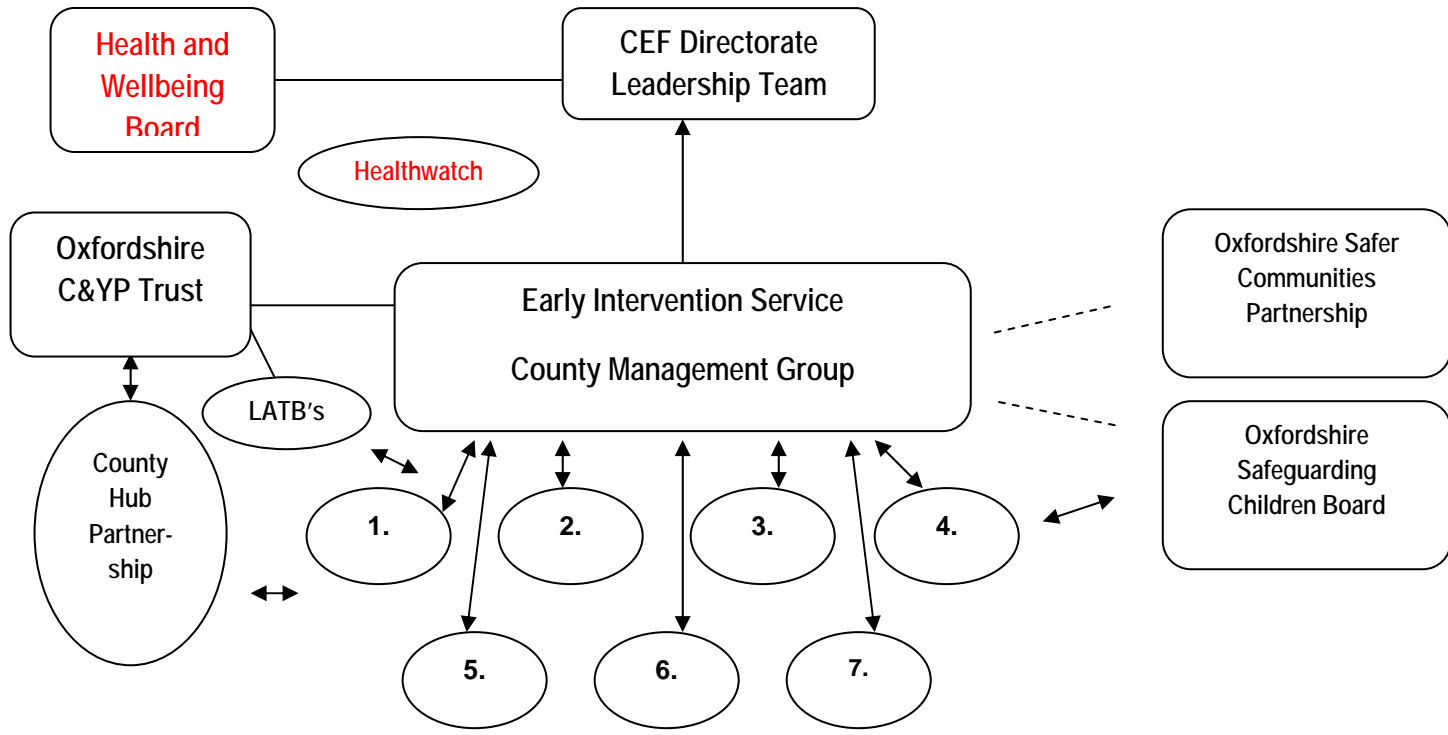
It goes well beyond the principles of engagement and involvement, being based on the principles of *equal partnership*. People pool different knowledge and skills based on lived experience and professional learning. It is a concept which is further developed in adults services in relation to personalisation, but there are examples of its use within children's services, e.g. restorative approaches, FGC etc.

Ref http://www.neweconomics.org/search/apachesolr_search/co-production

Hub Partnership Action Plan:

Aim	Actions	Who?	When?
1. Ratification of proposed model & action plan	▪ Model agreed by T&F Group Steering Group	T&F	Complete
	▪ Model agreed by Steering group	Steering Gp	Complete 13/6/11
	▪ Resource issues addressed	Steering Gp	Complete 13/6/11
3. Establish local Hub Partnerships	▪ Hub Managers establish Hub Partnerships – 1 st meeting September 2011	Hub Managers	September 2011
4. County Hub Partnership	▪ First meeting date October	EIS Managers	October 2011

Appendix 1: Hub Partnership Model



7 Local Hub Partnerships (users, VCS & Partners) ↑

- In red:** Emerging structures
 CEF: Children, Education and Families
 C&YP: Children and Young People
 LATB's: Local Area Trust Boards

NB: Where local arrangements already exist which Hub Partnerships could merge with, this should be explored with a view to reducing duplication if at all possible.

Appendix 2: Suggested Template for Hub Partnerships Terms of Reference

Draft

EARLY INTERVENTION SERVICE

COUNTY AND LOCAL HUB PARTNERSHIPS

Terms of Reference

Principles:

Function:

Aims:

Membership:

Accountability:

Reviewing:

Date: