**South Bristol Locality Partnership**

**Collaborative Agreement V3 – 01/09/22**

1. **What are our Vision, Goals and Values?**

Our vision (aspiration) is to deliver meaningful care and support that enables individuals and communities in South Bristol to optimise their own wellbeing.

Our Shared Goals

Starting with an individual and the community in which they live, we work together to:

* Understand the root causes of inequalities and the wellbeing challenges that people of all ages, their families, and communities face in South Bristol.
* Empower individuals, families and communities to identify and realise solutions to enhance their wellbeing.
* Enable individuals, families and communities to access information and help themselves via self-care or with simple, understandable and genuinely integrated community-based support where the person is at the centre of every decision
* ‘Pull in’ community expertise, health, and care when it is needed.
* Ensure a powerful voice for the people of South Bristol in the development of the Locality Partnership as well as the wider BNSSG Integrated Care System.

In doing this, we seek to be OF the community, not just IN it.

Our Shared Values are:

* We are passionate about equality for all.
* We focus on the individual and work together with them to produce tangible improvements.
* We are guided by doing what is right for the people of South Bristol.
* We trust each other, we are committed, and we have the sometimes difficult, but honest conversations.
* We are flexible, open to new ideas and acknowledge that we will probably have to do things differently
* We learn from doing and from others, from success and from failure.
* We value developing skills and empowering people
* We all take responsibility for working together to achieve our goals and vision and to solve the problems we face.
* We will consider our collective ambition whenever we make decisions within our organisations as well as when we work as the South Bristol Locality Partnership Board.
* We will make it easier for our staff to work productively together and develop a healthy and fulfilled workforce and, in doing so, contribute directly to the wellbeing of our communities.

**Our Elevator Pitch:**

The South Bristol Integrated Care Partnership is coming together to work with you, your support network and your community to design and deliver integrated Health and wellbeing support.

Wherever you live in South Bristol we want to deliver individualised and accessible services whenever you need them.

This new approach will empower and enable you to optimise your own wellbeing and live your best life.

1. **What are our agreed priorities in 2022/23?**

The agreed priorities for South Bristol Locality in 2022/23 are to be set out in a plan appended to this document which describes the objectives and how we will measure success. A summary of the key areas of focus are as follows:

**Coproduction, Communication and Engaging Communities** - developing our approach to coproduction and engagement and starting to communicate effectively with our workforce and people living in South Bristol. Ongoing development of our work on the JSSA will support this.

**PHM, Inequalities and Outcomes** – ensuring we use data effectively to inform what we do, understanding the inequalities and inequities in South Bristol and working to ensure we can effectively measure the impact of our actions.

**South Bristol Wellbeing Group** - building a dynamic relationship between services / partners in order to move the focus of Health & Social Care systems to one that focuses on the holistic wellbeing of people; one that starts with what matters to each person and that supports each person to realise what matters to them; ‘pulling in’ specialist services as required, rather than starting with those specialist services.

**Community Mental Health** (CMH)- Implementing the first aspects of integrated model of care including the core IPCT development, continuing the Changes Bristol-supported MH Peer Support groups, provision of the Thrive MH training, and co-design and co-delivery of the Community Connectors.

**Ageing Well –** developing a coproduced South Bristol response to the Target Outcomes and Quality Model (TOQM) due to be released in Summer 2022 and starting mobilisation of a model from Q3 onwards. This model will need to complement the work started as part of CMH.

**Ongoing South Bristol Locality Partnership Development -** maintaining focus on the culture, governance, way of operating and collaborating, and development of our Locality Partnership Board, Delivery Group, and various sub-groups and ‘engine rooms’.

1. **The Role of the South Bristol Locality Partnership Board?**

**3.1 Purpose**

The role of the South Bristol Local Board currently includes:

* In conjunction with people from South Bristol, co-develop the direction, priorities and agree how we want things to work in the South Bristol locality.
* Oversee the doing – define purpose and goals for the South Bristol Locality Partnership Delivery Group to oversee and carry out the work to deliver our priorities.
* Ensure the partnership can access the resources it needs e.g. people, information and budgets
* Monitor and manage the outcomes for the areas on which we are working
* Whilst working in ways that consider our collective ambition we will also act as representatives of our organisations/advocates for our sectors, and work on their behalf.
* Work with the people of South Bristol to identify current and emerging issues and consider all different aspects of our local population’s strengths and needs.
* Keep the individual’s and community voice central.
* In conjunction with people from South Bristol influence and provide recommendations about how services that are being and could be delivered pan-Bristol and pan-BNSSG, could be designed in a better way.
* Seek to understand and mitigate risks to our developing integrated ways of working, as well as to individual partners working within South Bristol Locality Partnership.
* Ensure that communication flows effectively to and from the BNSSG ICB, Bristol Health and Wellbeing Board and other key decision-making structures, with strong influence from South Bristol;

The South Bristol Locality Partnership Board does not currently accept liability, legal and regulatory compliance responsibilities.

We describe the South Bristol Locality Partnership Board as providing the strategic element to how we work (the ‘panoramic view’) with members providing a ‘close up view’, as described below.  The current modus operandi for the Locality Partnership Board is described within this document.

**3.2 South Bristol Locality Partnership Board Membership**

The membership of the South Bristol Locality Partnership Board will comprise of:

|  |  |
| --- | --- |
| **Role** | **Name** |
| South Bristol Locality Officers, including the GP Clinical Lead and non-clinical leads | Indra Da Costa  Emma Boucher |
| Director of Adult Social Care, Bristol City Council | Stephen Beet |
| VCSE advocates – specifically including Chief Executive of BS3 Community and Chief Executive of Knowle West Health Park Company | Simon Hankins  Heather Williams |
| Delivery Director for South Bristol Locality Partnership | Steve Rea |
| Head of Locality – South Bristol | Emily Kavanagh |
| Sirona Associate Locality Director for South Bristol | Claire Chapman |
| Head of Service Lead for South Locality, Adult Social Care, Bristol City Council | Jane Stiddard |
| Clinical Director for West Division (BNSSG) AWP NHS Mental Health Trust | Eva Dietrich |
| Service Development Officer, Vita Health Group | Greg Juckeston |
| Primary Care Network Representatives for Bridge View, Swift and Connexus PCNs | Andy Platt / Viv Munday  Victoria Fyfe  Claire Rowell |
| Community Development Manager (South Bristol & ABCD lead) – Bristol City Council | Terry Black |
| Trustee, Bristol Healthwatch | Pearl Raymond |
| CEO for Brunel Care representing Care and Support West. | Oona Goldsworthy |
| Senior Public Health Specialist – Bristol City Council | Sue Moss |
| Director of Integration and Primary Care – BNSSG ICB | David Jarrett |

UHBW and NBT involvement on the Board to be trialled on a 3 month basis on the request of acute partners.

As per the Partnership Agreement, other stakeholder organisations may be invited on an ad hoc or rolling basis and the membership will be subject to change as delivery requirements evolve.

**3.3 Administration**

Administration for the group includes arranging meetings, agendas and action notes and will be provided by the dedicated South Bristol Locality Partnership Area Team (employed by BNSSG ICB).

Items of business to be transacted for inclusion on the agenda of a meeting need to be notified to the co-chairs of the meeting at least two weeks before the meeting takes place. Supporting papers for such items need to be submitted at least 10 days before the meeting takes place. Papers will be circulated to Board members at least one week in advance.

There is no guarantee that suggested items will be included, the ultimate decision will be that of the co-Chairs – a clear explanation as to why any raised item(s) are not included will be fed back to the person, or persons, putting the item forward.

**3.4 Frequency of meetings**

The South Bristol Locality Partnership Board will meet at least monthly, but more often if required/agreed.

**3.5 Reporting Requirements**

Accurate minutes of the meeting will be taken including a record of those people in attendance at the meeting, those who provided apologies, and those who are absent. The minutes will include a record of any conflicts of interest that are declared and arrangements for their management.

The members of the South Bristol Locality Partnership Board have strategic oversight of the programmes of work being delivered through the SB Locality Partnership Delivery Group and its various sub-groups. The South Bristol Locality Partnership Delivery Group (see separate Terms of Reference) operates on behalf of the South Bristol Locality Partnership Board (it functions as the Locality Partnership Management Group’ as described in the Locality Partnership Agreement). The South Bristol Locality Partnership Delivery Group’s key function is to oversee the operational delivery of the Locality Partnership’s strategic priorities as set by the South Bristol Locality Partnership Board.

As Appendix 3 shows the work of the South Bristol Locality Partnership Board supports and feeds into a number of other groups within the BNSSG system and reporting, as required, will be made to those such as:

* The Bristol Health and Wellbeing Board (HWBB)
* The BNSSG Locality Partnership Delivery Group
* Healthier Together Integrated Care Steering Group
* BNSSG Integrated Care Partnership Board

**3.6 Quorum**

Meetings will be quorate when there are 50% of representatives (as per roles noted in the South Bristol Locality Partnership Board membership (3.2 above) or their deputies) present.

1. **What are the roles and responsibilities of Partner organisations?**

| **Partner Organisations** | **Our roles and responsibilities** |
| --- | --- |
| All Partners | * To bring our collective skills, experience and perspectives into the South Bristol Locality Partnership and commit to working together to achieve our vision and priorities, in a way that respects our ground rules. * To establish a dialogue with and articulate the voice and concerns of the residents of South Bristol. * To ensure our focus is on individuals (not just patients in the NHS health system) and their strengths (using an assets-based community development approach). * That we work with people with what they bring; with what matters to them; in order to support individuals to address the root causes of issues that negatively affect their wellbeing (not just the presenting symptoms). * To have the community as the default place for providing required support in order to work with people in their own context/ situation. * That what is developed as an integrated system (or parts thereof) is person-centred end-to-end; to ensure not only that each service/ intervention is person-centred, but that the whole system is person-centred. * “Think South Bristol Locality Partnership first” – to focus on the needs of the those who live and work in South Bristol above our own professional or organisational interests * Share our views and perspectives e.g. to contribute to the development of strategy and governance – bring our influence and ideas to bear * Identify who else is, and should be involved, the gaps and who is best placed to fill them * Bring and provide relevant information * Undertake the delivery work via the South Bristol Locality Partnership Delivery Group and its sub-groups, ensuring as an Locality Partnership Board we focus on what we can do to support this. * Invest time e.g. read provided papers, minutes, ask questions, attending meetings, contribute to the South Bristol Locality Partnership Delivery Group and any of its subgroups (as appropriate) * Act as a two-way conduit e.g. share information back with our organisation/sector and identify if other people should be included in discussions/influence the decision-making * Offer support, skills, expertise and knowledge where we can add value. |
| Voluntary Sector  Partners | As core partners with a key role in supporting non-clinical solutions:   * To develop the network of Community Connectors as a first point of contact for individuals in their community. * To support different communities to provide support to members of their community; to develop self-advocacy and agency. * To help to join things up through being in the community, part of the South Bristol Locality Partnership and via our extensive wider networks.   We acknowledge that the VCS members of the South Bristol Locality Partnership Board are bringing their skills and perspectives to bear in the work of the Partnership. They are ‘advocating’ for, but not ‘representing’, voluntary and community sector organisations as well as for the voice of those who live and work in South Bristol to be heard and acted upon. |
| Providers and Commissioners of NHS services | * To develop a system that is person centred and that embraces a ‘pull’ of generalist and specialist services around individuals (and their families/support structures) to meet their individual needs (what matters to them); where possible, delivered in their community with an understanding of their context. * To provide high-quality, integrated (smooth and seamless) community-based services. * To develop flexible access and treatment criteria. |
| Bristol City Council | * To support by providing local connections, networks and knowledge. * To share our understanding of community groups who are issue-based rather than geographically aligned e.g. BAME groups, specific disability groups, older people focused groups. * Access to support beyond NHS health and BCC Social Care to support people with issues relate to the wider determinants of wellbeing and health. |

1. **Communication**

**People first**

We recognise that our communications should start with what matters to individuals and communities, and the difference that will be made to local lives. People should be at the heart of all communications and become spokespeople and advocates for the required changes and those changes that are made – humanising what could otherwise be seen as abstract changes to organisational structure.

We will support individuals and people with lived experience of specific issues to share their stories to help explain the work of South Bristol Locality Partnership in a relatable, localised, and tangible way.

This means every piece of our communication should start with its audience in mind (what do we want them to think, feel and do as a result of this communication?) and try – where possible - to feature local people to deliver the messages.

**Co-producing content**

We will aim to coproduce communications content with experts by experience, front line staff working in community services, and others. We will ensure our language is tested with experts by lived experience and front-line workforce staff, for accessibility and seek to tweak and adapt our communications to ensure that our aspirations regarding inclusivity are addressed.

**Consistency**

We will share our approach to communication, and the messages we give, with leads in the other BNSSG Locality Partnerships to ensure consistency of message (where required) and to avoid duplication. This will not detract from the development of our individual South Bristol Locality Partnership communications plans; rather, it will reinforce our core commitment to clarity for the public and a truly ‘people first’ approach.

**Monitoring and Evaluation**

We will ensure we have the right tools and means to understand if the actions we are taking are being effective and helping us to achieve the vision and objectives of the South Bristol Locality Partnership. We will ensure that:

* The tools we use will be co-developed with those form the target communities that are selected to work with.
* The tools do not detract from the support and services being provided
* The information will, where possible, be collated and analysed in way that involves those who have co-designed the tools.
* The resulting data will be provided back to the target, and wider communities in South Bristol in accessible and easy to understand language.
* We use the data to learn and then adapt/ evolve/ tweak the approach, support, services in an on-going iterative way.

1. **What Ground Rules will underpin the way we work?**

* The way that the South Bristol Locality Partnership operates is based on relationships, trust and commitment. We make the space and time to build relationships and recognise that this creates the social capital to help us succeed.
* We listen to and learn from each other. We are open to others’ perspectives which may be different to our own.
* We work together giving everyone an equal voice and ensure the right people are within the South Bristol Locality Partnership.
* We involve the community in the way we work; co-production with individuals and communities is fundamental to how we work.
* We recognise the diverse nature of our community and seek to reflect this in our partnership.
* We take a holistic approach based on our community’s needs.
* The person in the centre has a voice we listen to; we will work with what matters to them.
* We accept we won’t always agree – we embrace differences in opinion.
* We balance our shared appetite for short-term wins with our ambition for more co-ordinated smooth and seamless, person-centred pathways of care and a change to our thinking, approach, and systems.
* We seek fair and appropriate allocation of funds according to what is needed.
* We work with one another as a network and regularly touch base with each other to update on progress.
* We commit to make time to attend meetings but recognise that people may sometimes get pulled in different directions. We acknowledge that this does not mean they do not value the partnership.

In how we run our meetings:

* Recognise the quality of chairing is key, allowing people enough time to consider issues, and ensure that everyone’s voice is heard. Have a colleague supporting the co-Chairs (e.g. Delivery Director and team) to help with the practicalities and keep an eye on progress and what we want of the South Bristol Locality Partnership Board
* Analyse items that have been requested and focus on the items that need time – reject others. Be clear as to the purpose of the item - why is this item coming? What’s the decision needed? What are the questions that needs answering?
* Provide the agenda (in the form of questions) and any papers a week in advance to allow all colleagues to read and reflect.
* Start with clear questions that need answers and check we have answered them at the end of the meeting
* Build in time for informal chat, social time, fun.
* Always ‘check in’ at the beginning and ‘check-out’ at the end of the meeting.
* Always ask people for their views, but to pass or have ‘no comments’ is permissible.
* Enable richness to our discussions by thinking pairs and small group discussions e.g. through breakout rooms.
* Use a variety of delivery methods to present information. Challenge acronyms and ‘NHS speak’ and provide guidance for presenters
* Use different media for different people to feed back their views e.g. can I talk this through with you, follow up with key points in writing and/or allow sufficient time outside the meeting so that decisions are made after reflection.
* Design our minutes as answers to questions and issue minutes as quickly as possible after a meeting. Board members to review minutes before meeting and raise questions promptly. At the next meeting, we will pick up action log and questions from minutes with answers – focus on the bits that were misunderstood or need more action. Avoid meetings that just cover undertaken actions.
* Include a summary of reports with the key points on one page
* Ensure protected time is available when a decision is needed to ensure adequate preparation and focus on the decision to be made.

In how we make good decisions:

* Based on trusting relationships, our clear vision and objectives and using all our skills.
* Have full, well-informed discussions before making decisions on a consensus basis.
* Make sure everyone’s opinion is listened to; we have all the relevant facts and allow time for debate and decision. Really listening to views.
* If someone disagrees or needs more time, they must make this clear at the meeting.
* It may be necessary to take more time to consider issues outside meetings - no-one should feel pressured to make a decision if they are not ready (while balancing this at times with deadlines).
* Remember we are representatives of our organisations and/ or advocates for our sector and can make decisions together. In doing this, we are mindful of the needs of the different systems in which members of the Board operate.
* We operate in line with good governance principles, such as ensuring conflicts of interest are identified and managed appropriately
* We ensure we take people with us and, once we make a decision, all partners communicate the same message.

1. **Reviewing this agreement**

We will review this agreement periodically (initially every 6 months) with a view to refining it further in the light of experience.

We will monitor our progress through themed discussions at our South Bristol Locality Partnership Board meetings and coming together with our Organisational Development support.

**Appendix 1 – South Bristol 2022/23 Annual Plan**



**Appendix 2 – South Bristol Decision Making Framework**

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**Appendix 3 – Governance DiagramTimeline

Description automatically generated with medium confidence**