

Gwent Pathfinders Early Years Integration Transformation Programme

Delivery plan April 2021 – March 2026

This delivery plan will deliver the work programme for all local authorities in Gwent, developed using the Early Intervention Foundation Maturity Matrix, Welsh Government, and Miller research evaluation as well as local evaluations of pilots

The delivery plan is a five-year plan to deliver the Midwifery and Early Years Strategy to deliver a Gwent model for families

PLAN

Areas to be progressed collectively to address barriers and progress across the levels

Actions required	Mechanism	Responsible lead	Start date	Estimated completion date
Financial year 2021-2022				
<p>Midwifery and Early Years Strategy: Develop an overarching midwifery and early years strategy which includes the elements of the TrACE toolkit identifying the actions required to become more trauma informed. Ensure the values and principles are embedded in service design e.g. family tells their story once and receives support based on the family need.</p>	Collate all information to date into a cohesive draft midwifery and early years strategy and then take first draft to stakeholders through Gwent PSB, operational management group, SMT, CMT and Cabinet in LA, as well as appropriate governance via Family and Therapies DMT in ABUHB to endorse final strategy	Regional Steering group members & operational management teams	October 2021	March 2022
<p>Communication Plan: Develop the communication plan to ensure key messages are shared appropriately to stakeholders at all levels, e.g. politicians, senior leaders, managers, staff, volunteers, and families. Coproduce accessible information and simplified contact to empower families to access support if and when</p>	Develop the communication plan to include the expectations of members of stakeholder groups to disseminate information	Regional Steering group members & operational management teams	October 2021	March 2022

needed to meet what matters to them. Develop the communication strategy to ensure relevant stakeholders have the information they need in the format they want e.g. online website, briefing paper, app, social media, WhatsApp, or other messaging tool.	more widely in their teams.			
Data Analysis: Analyse regional LSOA WIMD data, Flying Start and generic health visiting UEI data, SLT, portage, ALN, safeguarding, SPACE wellbeing, ISCAN, housing developments, prior to overlaying the community mapping for clinical caseloads to understand potential acuity of community. Work with Parent Network / families to identify how they would measure successful integration. Use the logic model and initial outcomes proposed to develop the outcomes framework and then the data needed to measure impact.	Develop a specific task and finish group to focus on data in different agencies and appropriate information sharing systems for analysis of information	Regional Steering group members & operational management teams	April 2021	March 2022
Data monitoring and reporting: Work with Welsh Government to develop suitable and appropriate monitoring and reporting for jointly funded Flying Start and Families First early years model from April 2021. Develop robust analysis of data for performance management of provision and direction of services including take up, attendance and disengagement. Develop joint data collection / sharing and monitoring of impact between different organisation teams.	Managers to meet with Welsh Government to explore SAIL data requirements and potential for use in reporting joint programme delivery. Managers agree data sharing system designed by task group	Regional Steering group members & operational management teams	October 2021	March 2022
Development of shared database: Explore development of data system across agencies to give a chronology for a family enabling lateral checks and supporting transition of information as children move through provision / organisations. Information Sharing Protocol needs updating to reflect the change in service to borough wide antenatal to 7years model in line with the privacy notice. Work with ABUHB to develop Early Years app / information to continue from Midwifery Notes supporting the family journey through early years with consistent messages and access to support.	Establish the task and finish group to develop data set, storage and accessible information sharing systems. Develop, quality assure, and gain sign off of the Information Sharing Protocol. Explore use of WCCIS moving forward as joint data system.	Regional Steering group members & operational management teams	April 2021	August 2022
Midwifery and Early Years Workforce Development Plan: Identify who is in scope for the early years workforce and then develop a borough wide workforce development plan for the	Multiagency stakeholder task and finish group to develop the workforce	Regional Steering group members & operational management teams	October 2021	March 2022

<p>early years' workforce. Workforce development and joint training must be delivered to community-based teams in a planned coordinated approach to enable roll out of the model and continuous improvement. This needs to be fully supported by senior and middle managers to ensure all team members commit and participate fully. Develop a mentor role to upskill and build the multiagency skills in the team and support transition for families. Ensure the workforce development plan includes exploring the values, behaviours & skills that support multiagency integration and prevents exclusion of individuals in the team e.g. using confidentiality as a reason to not allow shared office spaces, requires shared confidentiality policies and understanding within the different organisational teams. Workforce skills audit identifies development needs of staff who are able to access multiagency workforce development to enable delivery of support antenatal to 7years.</p>	<p>development plan for all frontline staff within scope in the system. Workforce development plan to be signed off by steering group and ensure all managers sitting under steering group leads are releasing staff to deliver on the workforce plan for multiagency training / development. Implement buddy co-facilitator system bringing staff from different organisations / teams together to support confident delivery with fidelity. Ensure relevant training is included in the workforce development plan. Embed roles, responsibilities, and the importance of key worker relationships within the workforce development plan</p>			
<p>Community Based Support: Recognise the third sector as playing a pivotal role in community development and the hierarchy of support. Develop confidence and trust of professionals in the third sector community organisations to support families. Work with the community / community forum to coproduce community support and then commission or develop provision where gaps are identified. Ensure local early years' teams understand what community provision is available. Use the phase 1 & 2 pilots as we come out of covid restrictions, to test ways of working with voluntary sector organisations to build confidence in delivery of community-based provision / support and develop relationships. Community members are supported to develop their skills in</p>	<p>Establish the hierarchy of support and the role of the voluntary sector in the workforce development plan for the whole early years workforce. Reinforce the importance of the hierarchy of support through the workforce development programme.</p>	<p>Regional Steering group members & operational management teams</p>	<p>April 2021</p>	<p>March 2022</p>

leading peer support groups. Ensure the hierarchy of support is fundamental to family conversations and action plans.				
<p>Early Years Core Offer: Continually develop the core model to create upskilling development opportunities and capacity within the team – create the core team in a large enough area to build additional capacity to cover each other. Acknowledge the importance of the family worker (LA / ABUHB workers) in working antenatal to 7years to enable consistency in relationships of key worker in the area working with the midwife, health visitor and school nurse / school and support key transition points. Enhance transition processes for families ensuring continuity of support, consistency of information transfer, and to prevent isolation from support mechanisms as well as reduce non-engagement in support to meet their children's / family needs. Develop a clear consistent process for single point of access for What Matters conversations and information / request for collaboration forms and allocation for support as well as expectation for communication with the referrer to ensure 'follow up' happens.</p>	Ensure families remain at the centre of community and the model development. Managers to work together to understand the size of each pilot team needed to build sufficient HV and midwifery capacity in the team to enable cover. Establish the early intervention process from What Matters conversations to request for collaboration to screening, allocation of worker, intervention and closure of intervention, including all relevant paperwork. Roll out training to all early years' teams.	Regional Steering group members & operational management teams	April 2021	March 2022
<p>Evaluation: Implement a robust mechanism where families can readily feed in to change and shape the system throughout their experience. Capture the learning and replicate the work from pilots to coproduce design and delivery. Complete local evaluation and use it to inform the regional and national evaluation. Share lessons learned to inform practice and future development models. Share lessons learned to influence transformational programmes across organisations.</p>	Identify and address regional recommendations of evaluation reports. Evaluations and lessons learned are shared with Welsh Government and EYITP national leads as well as other national / local partnership groups as required.	Regional Steering group members & operational management teams	April 2021	March 2022
Blaenau Gwent – Brynmawr, Nantyglo, Blaina	Expansion of team to roll out into the three towns developing the early	CB, BS, SJ & relevant managers	September 2021	April 2022

	years infrastructure in new buildings.			
Caerphilly Phase 1b - New Tredegar, Argoed and Aberbargoed (8 LSOA)	Expansion of team and area to be more sustainable and balance demands on staff teams for acuity of needs.	SM, SP & Caerphilly managers	September 2021	April 2022
Caerphilly Phase 2a – St James (4 LSOA)	Use the Phase project plan to deliver the smaller pilot area prior to phase 2b expansion	SM, SP & Caerphilly managers	January 2022	August 2022
Monmouthshire	Plan areas to pilot system change in Monmouthshire and map provision. Ensuring the needs of rural isolation are met. Training procured and delivered by external and internal specialists	BW, SOB, & Monmouthshire managers	September 2021	April 2022
Newport Phase 1b – Malpas (4 LSOA approx. 600children)	Expansion to area still within North Hub using teams already in place	MS, SO'B, LJ & Relevant Newport Managers	September 2021	March 2022
Newport phase 1c – Shaftesbury & Caerleon 6 approx. 550 children)	Expansion of area to complete North Hub areas of need using team in place	MS, SO'B, LJ & Relevant Newport Managers	January 2022	August 2022
Torfaen	Plan areas to pilot system change in Torfaen Training procured and delivered by external and internal specialists	CD, Co-ordinator post, Early Years Strategic group members	January 2022	March 2022
Financial year 2022-2023				
Alignment of funding: Use a blended funding approach to enable appropriate access to support needed by families. Ensure all funding streams are known and understood and are able to work together. Continue to build on Flying Start outreach and other funding schemes for	Undertake discussions with senior leaders in all directorates / departments to share the Midwifery and Early Years Strategy	Regional Steering group members & operational management teams	April 2022	March 2023

childcare or appropriate support for child development of 2-3year olds where it is needed and not an entitlement. Bring Flying Start, Childcare and Play, and Families First funding closer together to create a borough wide early intervention team antenatal to 7years.	and identify all budgets / grants focussed on early years antenatal to 7 years to see where greater integration can be achieved. Open and transparent meeting with senior managers responsible for the range of funding streams to identity all resources in the system.			
Development and implementation of shared database in EYITP pilot areas		Regional Steering group members & operational management teams	April 2022	March 2023
Workforce development plan implemented	Training procured and delivered by external and internal specialists	Regional Steering group members & operational management teams	April 2022	March 2023
Blaenau Gwent – North Tredegar, North and East Ebbw Vale, and East and Central Abertillery	Use the Phase project plan to deliver phase expansion	CB, BS, SJ & managers	April 2022	March 2023
Caerphilly Phase 2b – St James and St Martins (9 LSOA)	Use the Phase project plan to deliver phase 2b expansion	SM, SP & Caerphilly managers	April 2022	March 2023
Monmouthshire	Implement pilot areas Evaluation	BW, SOB, & Managers	April 2022	March 2023
Newport Phase 2a – Alway (6 LSOA's approx. 839 Children)	Use the Phase project plan to deliver phase expansion	MS SO'B, LJ and relevant Newport Managers (following restructure)	April 2022	March 2023
Newport Phase 2b – Ringland (6 LSOA and approx. 740 children)	Use the Phase project plan to deliver phase expansion	MS SO'B, LJ and relevant Newport Managers (following restructure)	October 2022	March 2023
Torfaen	Implement pilot areas Evaluation	CD, Co-ordinator post, Early Years Strategic group members	April 2022	March 2023

		Relevant Torfaen managers following restructure		
Financial year 2023-2024				
Blaenau Gwent – Central and South Tredegar, Central Ebbw Vale, Southern Abertillery	Use the Phase project plan to deliver phase expansion	CB, BS, SJ & Managers	April 2023	March 2024
Caerphilly Phase 2c – Bedwas, Trethomas, Machen, Morgan Jones (11 LSOA)	Use the Phase project plan to deliver phase expansion	SM, SP & Caerphilly managers	April 2023	March 2024
Caerphilly Phase 3a – Newbridge, Abercarn (7 LSOA)	Use the Phase project plan to deliver phase expansion	SM, SP & Caerphilly managers	October 2023	March 2024
Monmouthshire	Expansion Phase 2	BW, SOB, & managers	April 2023	March 2024
Newport Phase 2c & 2d – Lliswerry (7 LSOA and approx. 1481 children)	Use the Phase project plan to deliver phase expansion in 2 phases	MS SO'B, LJ and relevant Newport Managers (following restructure)	April 2023	March 2024
Torfaen	Expansion Phase 2	CD, Co-ordinator post, Early Years Strategic group members Relevant Torfaen managers following system change/ restructure	April 2023	March 2024
Financial year 2024-2025				
Blaenau Gwent	Ongoing borough wide implementation and monitoring	CB, BS, SJ & managers	April 2024	March 2025
Caerphilly Phase 3b – Crumlin, Penmaen (7 LSOA)	Use the Phase project plan to deliver phase expansion	SM, SP & Caerphilly managers	April 2024	March 2025
Caerphilly Phase 4 – Twyn Carno, Pontlloftyn, Moriah, Darren Valley (8 LSOA)	Use the Phase project plan to deliver phase expansion	SM, SP & Caerphilly managers	October 2024	March 2025
Monmouthshire	Implement Phase 3	BW, SO'B, & managers	April 2024	March 2025

Newport Phase 2e – Ringland (6 LSOA approx. 740 children)	Use the Phase project plan to deliver phase expansion	MS SO'B, LJ and relevant Newport Managers (following restructure)	April 2024	September 2024
Newport Phase 3a & 3b – Victoria (4 LSOA approx. 1024 children)	Use the Phase project plan to deliver phase expansion in 2 phases	MS SO'B, LJ and relevant Newport Managers (following restructure)	October 2024	March 2025
Torfaen	Implement Phase 3	CD, Co-ordinator post, Early Years Strategic group members Relevant Torfaen managers following system change/ restructure	April 2024	March 2025
Financial year 2025-2026				
Blaenau Gwent	Ongoing borough wide implementation and monitoring			
Caerphilly Phase 5a – Risca East, Risca West (7 LSOA)	Use the Phase project plan to deliver phase expansion	SM, SP & Caerphilly managers	April 2025	March 2026
Caerphilly Phase 5b – Ynysddu, Cross Keys (4 LSOA)	Use the Phase project plan to deliver phase expansion	SM, SP & Caerphilly managers	October 2025	March 2026
Monmouthshire	Use the Phase project plan to deliver phase expansion	BW, SO'B & managers	April 2025	March 2026
Newport Phase 3a & 3b Victoria (4 LSOA approx. 1024 children)	Use the Phase project plan to deliver phase expansion in 2 phases	MS SO'B, LJ and relevant Newport Managers (following restructure)	April 2025	September 2025
Newport 3d – Stow Hill (3 LSOA approx. 439 children)	Use the Phase project plan to deliver phase expansion	MS SO'B, LJ and relevant Newport Managers (following restructure)	October 2025	March 2026

Torfaen	Use the Phase project plan to deliver phase expansion	CD, Co-ordinator post, Early Years Strategic group members Relevant Torfaen managers following system change/ restructure	April 2025	March 2026
---------	---	--	------------	------------

Phase Project Plan for implementation of EYITP pilot areas

Actions required for each phase of implementation
Data analysis of geographical area to establish baseline data set including health visitor caseload UEI number, WIMD data, etc.
Identification of core team – posts and individuals
Staff skills audit and training plan secured
Base identified and audit of infrastructure - any capital development required is planned in line with implementation dates
Community asset mapping – any gaps identified and work alongside community development to address the gaps in universal support
Deliver Vanguard normative experience to core team and wider team around the community to share understanding of the model prior to implementation
Connect with community councillors and wider prominent community members to ensure key messages are given prior to implementation date for pilot
Launch pilot
Collect monthly data via WCCIS / shared data system records
Evaluation 1year post implementation for each phase area