

**REPORT TO:** Children and Young People Performance and Policy Board

**DATE:** 25 February 2008

**REPORTING OFFICER:** Strategic Director – Children and Young People

**SUBJECT:** Children’s Trust Arrangements

**WARDS:** Borough-wide

## **1.0 PURPOSE OF THE REPORT**

**1.1** This report provides an update on the arrangements for establishing a Children’s Trust in Halton.

## **2.0 RECOMMENDATION: That**

**2.1** The Board notes the progress towards the establishment of a Children’s Trust.

## **3.0 BACKGROUND**

**3.1** The establishment of Children’s Trust arrangements in each Local Authority Area is a requirement of the Children Act 2004, and the accompanying *Statutory Guidance on Inter-agency Co-operation to Improve the Well-being of Children: Children’s Trusts*.

**3.2** Each Local Authority must have a Children’s Trust in place by April 2008. Whilst the Government expects that Children’s Trusts will be led by the Local Authority, the need for an inclusive partnership driven model is vital to the success of meeting outcomes for children, young people and families.

**3.3** The Children and Young People’s Alliance Board was established in September 2005 as part of a new strategic planning structure which aimed to progress the Every Child Matters agenda and integration through partnership working. At the same time arrangements were made for the establishment of a number of children’s mini-trusts which would pilot various aspects of the integration agenda, with a view to using the learning from the mini-trusts to inform future Children’s Trust arrangements.

## **4.0 SUPPORTING INFORMATION**

**4.1** There have been a number of developments since the original strategic planning structure was agreed:

- The first Children and Young People's Plan was published in March 2006, and contained a number of performance targets which were allocated to relevant task groups.
- The Plan was reviewed in June 2007, with reported performance against the original targets and agreed priorities and reviewed targets for 2007-2009.
- Five mini-trusts have been established and are at various stages of development. The mini-trusts have assumed responsibility for some of the tasks initially allocated to the task groups.
- The theme 'Children and Young People' was adopted as one of the priorities for the Halton Strategic Partnership in the 2006-11 Community Strategy. The Children and Young People's Commissioning Partnership was established at this time in order to progress joint commissioning arrangements and function as the Specialist Strategic Partnership for children and young people.

**4.2** The Alliance Board agreed in September 2007 to review the function and structure of the strategic planning arrangements in order to rationalise in line with the above developments and drive the progress of Children's Trust Arrangements.

**4.3** An away day was held on 3<sup>rd</sup> December, and it was clear from discussions that there will need to be a change in the status and functioning of the Alliance Board if it is to drive the development of Children's Trust Arrangements.

**4.4** The Alliance Board agreed that the current structure of strategic planning arrangements and accountability be reviewed, and a report be presented at the February meeting of the Alliance Board on the following:

- Recommendations regarding the strategic planning structure/ Children's Trust.
- Recommended action plan based on the away day.
- Draft business plan for the Alliance Board (Children's Trust).

**4.5** The Alliance Board structures have brought significant benefits in terms of developing clear structures that are widely known and have allowed for more integrated working, as well as giving a clear platform for meeting the targets within the Children & Young People's Plan. However, modifications to this structure could aid and improve working within the Children's Trust from April onwards. These changes would re-energise the task groups that sit below the Alliance Board and acknowledge the role of the Alliance Board as the Children's Trust within the structures; the Commissioning Partnership acting as the key driver within these arrangements. (See Appendix 1 for structure).

**4.6** At the same time as the structure of the Halton Children's Trust is

being agreed, the further integration of services with the Council's CYPD is planned. The two processes are complementary, with the Children's Trust as the key strategic body and CYPD as the central delivery mechanism for integrated services using common processes.

**4.7** Three areas of integration are under development:

- New partnership arrangements with Halton and St Helens Primary Care Trust – specifically the creation of new working arrangements with health visitors, midwives, therapists and school nursing within CYPD.
- The establishment of a Preventative Services Department within CYPD; from the previous Community Services Department, further integrating Social Care and Health services within Children's Centre/Extended Schools at levels 1, 2 and 3a of the Halton 'Levels of Need'. This will merge with an expanded Preventative Services Mini Trust.
- Integrating a broader range of services within the Specialist Services Department Child Care Teams, at levels 3a, 3b and 4 of the levels of need.

**4.8** All of these integration processes will develop the principle of 'Teams Around The Child'.

**4.9** The role of the Third Sector at all levels of the commissioning and integration process is critical to its success.

The result of this work on Children's Trust Arrangements in Halton will be:

- A clearer focus/purpose for the Children's Trust structure.
- Confirming the central role of the Children's Trust Commissioning Partnership as the means of delivering the outcomes of the Children & Young People's Plan/LAA.
- The next stage of service integration by creating new partnership arrangements with Halton and St Helens PCT, with the Children's Trust assuming governance responsibilities. This will be subject to a separate report.
- Aligning strategic responsibilities with Halton Safeguarding Children Board in terms of the respective accountabilities for 'staying safe' by the HSCB and Children's Trust (Alliance Board)

**4.10** The deployment of services within CYPD will be on the basis of three 'footprints': Borough wide, Runcorn/Widnes, Locality. All services will work towards 'Teams Around the Child'.

**4.11** Each integrated service area will be deployed according to need. For example, 'Adoption Services' will need to be Borough wide; Building Schools for the Future will be on a Runcorn/Widnes basis; and Children's Centre/Extended Schools will be by locality. Locality

working will be the principal model for preventative services.

- 4.12** A diagram of the proposed new structure for the strategic planning arrangements is attached (Appendix 1) with the model of how integration works at a range of levels as Appendix 2.

## **5.0 POLICY IMPLICATIONS**

The establishment of Children's Trust arrangements in Halton by evolving the Alliance Board into the new partnership arrangement will ensure that the priority of children and young people is delivered in a co-ordinated way across all stakeholders in the Borough.

## **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **6.1 Children and Young People in Halton**

The proposals will ensure that services to children and young people are integrated, providing a one stop service.

### **6.2 Employment, Learning and Skills in Halton**

The proposals will enhance services that enable young people to enter employment, education and training.

### **6.3 A Healthy Halton**

The alignment of NHS services with those of the Council will have significant health gains for children and young people.

### **6.4 A Safer Halton**

Both Children's Trust arrangements at a strategic level and the new working arrangements between the Council and PCT will ensure that services are aligned with a range of community safety activity and the work of the Youth Offending Team.

### **6.5 Halton's Urban Renewal**

The integration of services creates cohesion across organisations and will align a range of capital and revenue.

## **6.0 RISK ANALYSIS**

- 6.1** The alignment of NHS Services with those of the Council will be underpinned by the following principles: This will ensure that there is absolute clarity of the roles, responsibilities and accountabilities of both

Council and PCT.

- 6.2 NHS staff will not be Tupted or Seconded to the Council there will be no change to the terms or conditions of any NHS employee affected by these arrangements.
- 6.3 There will remain a clear line of accountability to the Primary Care Trust for all NHS services involved in the new working arrangement. The PCT Operational Director of Children, Families and Maternity Services; commissioning will have ultimate accountability for all Children's NHS staff working within the arrangement.
- 6.4 All NHS staff that are part of the working arrangement will be professionally accountable to the Executive Nurse, Halton & St Helens PCT. They will provide health guidance, support and supervision to the Assistant Director from the PCT.
- 6.5 The PCT will identify a named individual (Assistant Director, Child & Family Health, Halton) to become part of CYPD's Senior Management Team. This post will have direct Line Management responsibility for all PCT staff in the new working arrangement. This post will report directly to the Council's Strategic Director of Children's Services for day to day management services; and the Operational Director, Children, Families & Maternity Services for NHS accountability purposes. The latter accountabilities in the areas of for example; risk management, health and safety, clinical governance and medicines management.
- 6.6 The Alliance Board (Children's Trust Arrangement) will act as the Governance Body for the Primary Care Trust and Council. This will cement the Children's Trust arrangements that have to be in place by April 2008.

## **7.0 EQUALITY & DIVERSITY:**

- 7.1 The alignment of NHS services and the Council will enable both Authorities to have a common approach to equality and diversity and factors that can narrow the gap in terms of future opportunities for vulnerable children. Services will be aligned across Levels of Need and targeted on disadvantaged groups.

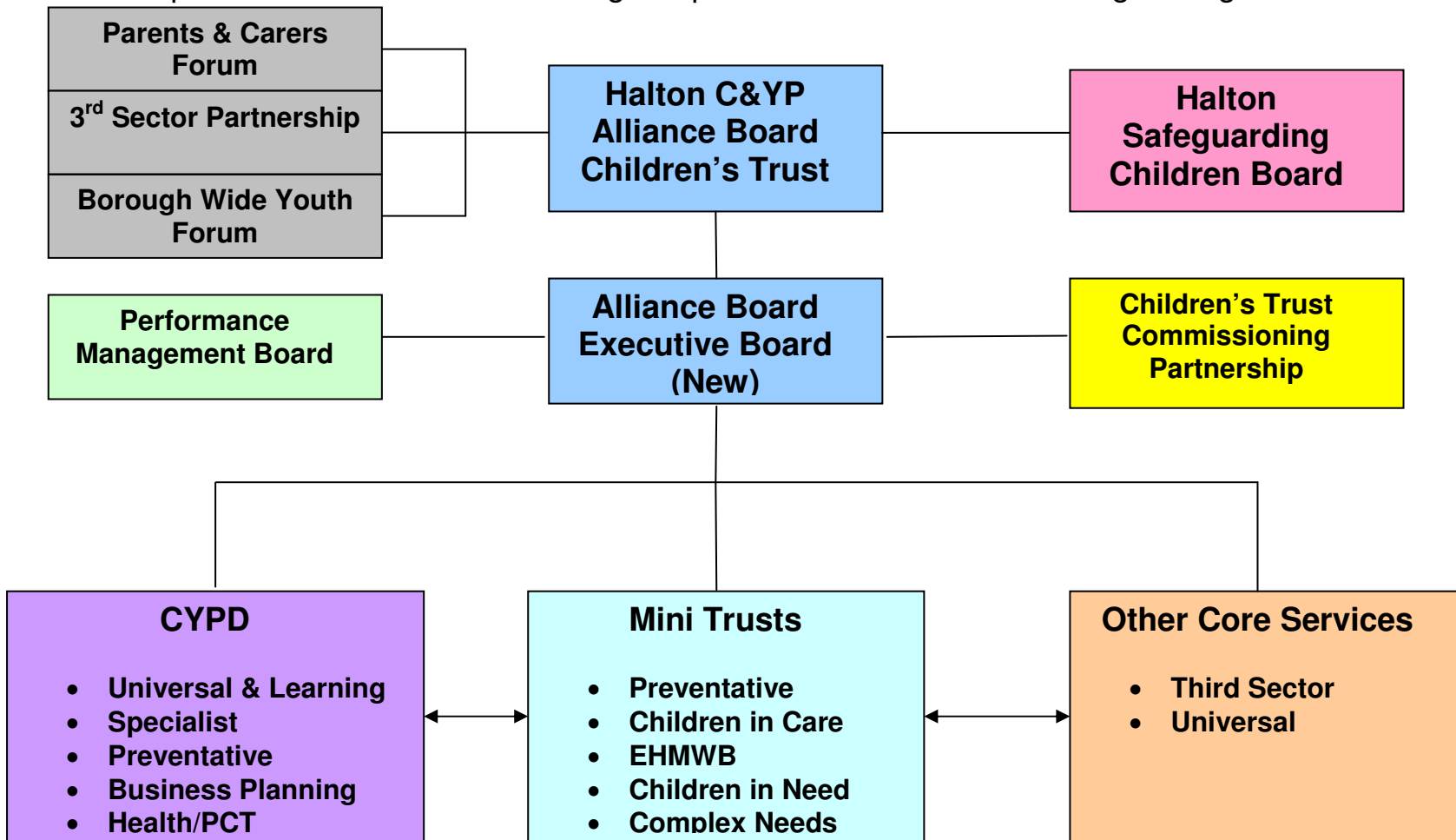
## **8.0 CONCLUSION:**

- 8.1 The incorporation of health services for the well and vulnerable child on the basis described above, within the C&YP Directorate is the logical next step in creating an integrated service for Children & Young People in Halton. The benefits will be significant in terms of cementing genuinely multi-disciplinary "Teams Around the Child" that can offer a one-stop service for all levels of need.

**8.2** Subject to the approval of this stage of the process, further detailed work will take place with front line staff across organisations about how we can better align and join up services across the Levels of Need.

**APPENDIX 1**

Proposed Halton Children & Young People's Children's Trust Planning Arrangements



## APPENDIX 1

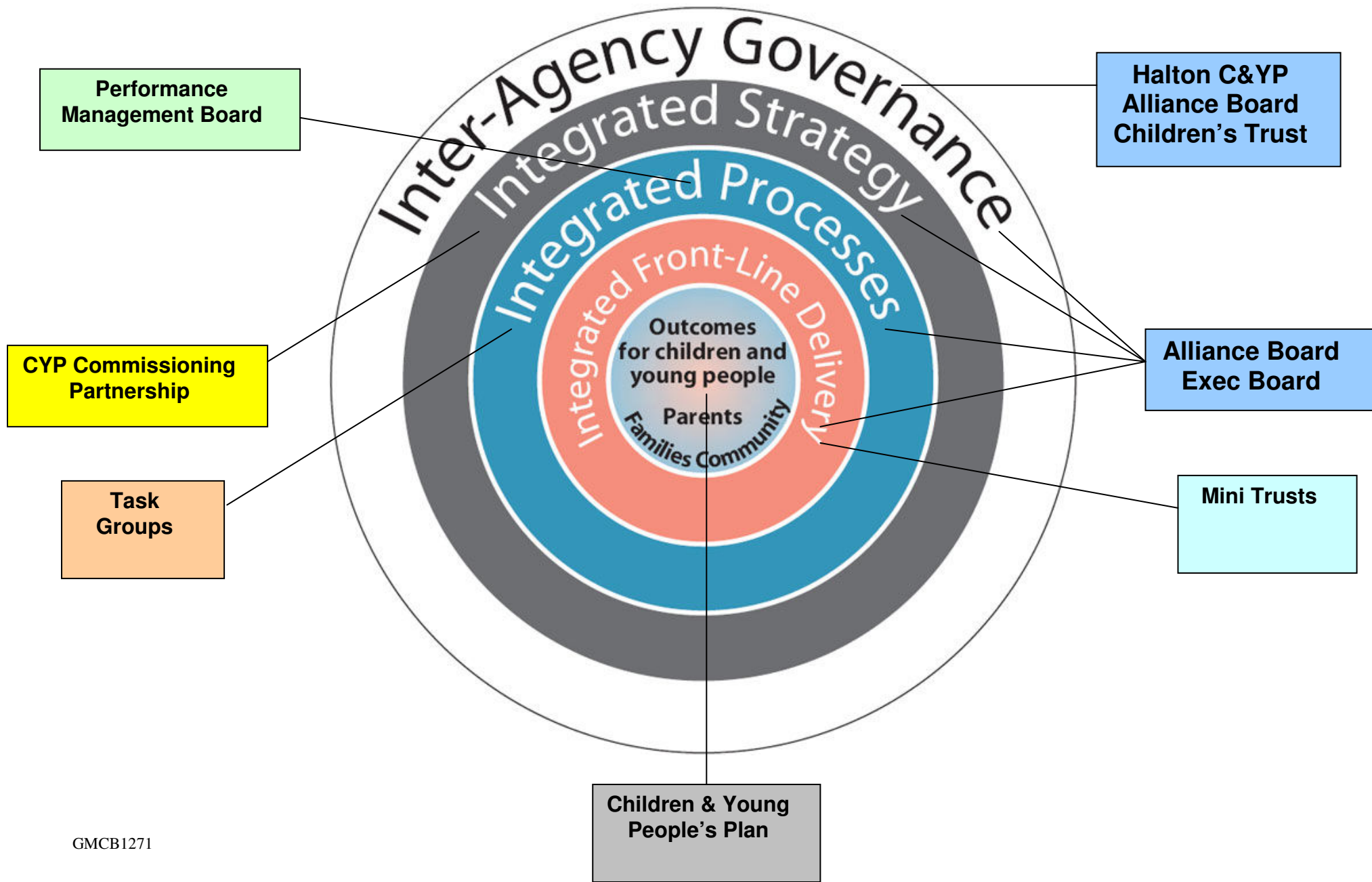
### Function of Each Board

| <b>Alliance Board<br/>Children's<br/>Trust</b>                             | <b>Alliance<br/>Executive</b>                            | <b>Commissioning<br/>Partnership</b>                        | <b>Performance<br/>Management<br/>Group</b> | <b>Task Groups</b>   | <b>Mini Trusts</b>   |
|--|--|---|---|--|--|
| Multi agency working and vision  | Driving integration/<br>Children's Trust<br>developments | Commissioning of<br>services across the<br>Children's Trust | Performance<br>monitoring re CYPP           | Link between<br>Alliance Board and<br>service delivery arm | Commissioning<br>functions   |
| Strategic needs<br>analysis and<br>agreeing<br>developmental<br>priorities | Driving<br>preparations for<br>inspections               | Specialist Strategic<br>Partnership                         | Monitoring<br>Community<br>Strategy targets | Preparing Business<br>Plans                                | Link between<br>Alliance Board and<br>their service<br>delivery arm(s) |
| LAA signoff  | Children & Young<br>People's Plan                        | Aligned/pooled<br>budgets                                   |   | Monitoring<br>performance of<br>their own area of<br>CYPP  | Preparing Business<br>Plans  |
| Signing off<br>strategies and<br>plans                                     | Business planning<br>fed by task groups                  | Integrated<br>commissioning<br>strategy                     |   | Oversee their sub<br>groups                                | Monitoring<br>performance of<br>their own area of<br>CYPP              |
| Participation (in<br>conjunction with<br>CPE Sub Group)                    | Community<br>Strategy targets                            | LAA development   |   |  | Oversee work of<br>sub groups  |
| Sharing information  | Receive<br>performance                                   | NRF/WNF/monitor<br>SLAs                                     |   |  |  |



|   |  |   |   |  |  |
|---|--|---|---|--|--|
|   | monitoring exceptions reports  |   |   |  |  |
| Agreement of accountable areas with HSCB  | Oversee Alliance Board budget  | Coordinate research/needs analysis  |   |  |  |
| Responsibility for sharing information within their organisations   | Overseeing progress in 'staying safe' areas agreed with HSCB   |   |   |  |  |
| Marketing and communications (in conjunction with Marketing sub group of IMAP)  |  |   |   |  |  |
| <b>Membership</b>   |  |   |   |  |  |
| <ul style="list-style-type: none"> <li>• Chief Executive as chair</li> <li>• Current Alliance Board membership</li> </ul> | <ul style="list-style-type: none"> <li>• DCS to chair</li> <li>• Task group/mini trust chairs</li> </ul> | <ul style="list-style-type: none"> <li>• DCS to chair</li> <li>• Mini Trust and cross-agency commissioners</li> </ul> | <ul style="list-style-type: none"> <li>• Current Performance Management Group membership</li> </ul> | <ul style="list-style-type: none"> <li>• Current membership, in particular sub group chairs</li> </ul> | <ul style="list-style-type: none"> <li>• Current membership</li> </ul> |

**APPENDIX 2**



## **APPENDIX 2**

The following table provides additional information regarding each area of the above diagram:

| <b>Inter-agency governance</b>                     | <b>Integrated processes</b>  | <b>Integrated strategy</b>  | <b>Integrated front-line delivery</b>   |
|--|--|---|---|
| Strong and effective leadership                    | Full implementation of CAF   | Shared resources  | Systems that enable early identification, intervention and preventative work            |
| Clear lines of accountability                      | Clear understanding of information sharing guidance                | Aligned budgets   | Are services targeted towards children with specific needs seamless at point of service |
| A board which can drive whole-system change        | Agreements re. information sharing for strategic planning purposes | Willingness to shift resources where necessary to meet new priorities                                     | Are we working across traditional service boundaries                                    |
| Full engagement of all partners?                   | Information sharing training                                       | Shared understandings re. commissioning   | Do we have co-location in areas with high levels of need and low access to services     |
| A genuine joint and outcome-focussed vision        | Information sharing indexes  | Commitment to new ways of working, and re-directing resources into an investment in preventative services | Staff who have the skills and abilities necessary to delivery across service boundaries |
| Has the structure delivered what it should deliver | Data sharing agreements  | 3 <sup>rd</sup> sector involvement in commissioning and setting priorities                                |   |

