



# **New Children's Trust Arrangements for *Lincolnshire***

Outline of Proposals and  
Opportunity to Comment  
May – July 2010

## 1.0 Introduction

1.1 Lincolnshire's Children and Young People's Strategic Partnership is the statutory Trust Board responsible for delivering improved outcomes for children and young people in Lincolnshire. From the 1<sup>st</sup> April 2010 the CYPSP is to be referred to as the Children's Trust Board CTB

1.2 The new statutory guidance on co-operation arrangements requires Children's Trusts to take a stronger role in agreeing a common strategy on how partners will co-operate to improve outcomes for children and young people through the establishment of a Trust Board. The CTB will have:

- Responsibility for developing, publishing and reviewing the Children and young People's Plan – this responsibility passes from the local authority alone to the Children's Trust Board.
- Responsibility for outlining the strategic framework for how Children's Trust partners will co-operate to improve the well-being of children and young people.
- Responsibility for monitoring the extent to which the partners act in accordance with the Children and Young People's Plan and to publish an annual report.

1.3 Schools (including Academies, and non maintained special schools), FE and sixth-form colleges and Jobcentre Plus are new statutory 'relevant partners' in the Children's Trust co-operation arrangements from 1<sup>st</sup> April 2010. (Schools became statutory partners effective January 2010)

1.4 This means that, like other statutory 'relevant partners' they are required to co-operate with the local authority and its other partners to improve children's well-being through the Children's Trust.

1.5 The CYPSP held a Partnership Development Day in February 2010 to review its ability to deliver the new duties as outlined above and proposed changes to the governance structure. The proposals finalised at the follow up development day 28<sup>th</sup> March 2010 set out details for our new Children's Trust arrangements for Lincolnshire, effective from July 2010 to these will include:

- Establishing a new Children's Trust Board.
- Reaffirming the structure and the relationship with the Lincolnshire Safeguarding Children Board.
- Initial thinking about developing and realigning Children's Trust sub groups and partnerships.

1.6 We are keen to ensure that our new arrangements are compliant, clear, dynamic and effective. This includes strengthening our ability to pool and align resources so that we can strategically invest in our priorities and be able to effectively commission and decommission in an integrated way.

## 2.0 Why do we Need to Review Our Structures?

2.1 There are a number of reasons for reviewing our current structures:

- At the recent CYPSP Development days we reviewed our existing Children's Trust arrangements and reflected on achievements since its creation in 2006. We considered how the CYPSP was functioning and if our arrangements put us in the best place to deliver strong, coherent partnership working and improved outcomes for children and young people.
- The Apprenticeships, Skills, Children and Learning Act introduced in November 2009 which brings in new statutory requirements with updated guidance about working together for Children's Trusts and Safeguarding. Much of this is effective from April 2010.
- In looking at new Children's Trust statutory guidance we want to ensure that our local arrangements in Lincolnshire drive clearer decision making and integrated service delivery. We want our partnership governance arrangements to help us to improve the delivery of the priorities in the Children and Young People's Plan.
- Through the new arrangements we will strengthen links to existing partnerships for example the LSCB, 14-19, Extended Schools, Behaviour Partnership and build new links with other partnerships for example the County Community Safety Board/Local Safety Partnerships and Prevent Partnership.

2.2 Overall we want to build on our strong foundations of working in partnership, work more effectively with a greater number of partners and stakeholders and improve our focus on pace and performance. We are seeking to improve the clarity and accountability of our arrangements, provide more effective linkages between different elements of them and improve forward planning.

### **3.0 New Requirements from April 2010**

3.1 The new statutory requirements from April 2010 relating to Children's Trusts are extensive, but some of the key challenges are:

- Children's Trust Board to be in place (from April 2010) with responsibility for developing, publishing and reviewing new style Children and Young People Plan and publishing an annual report.
- First new style plan to be in place by April 2011; to include all services that affect children and young people's well being focusing on what the partners will do together to deliver main cross cutting priorities.
- Responsibility for the preparation and monitoring of the Children and young people plan transfers from the Local Authority to the Children's Trust Board.
- Preparation of an 'annual progress report' (along with the CYPP annual refresh) on the implementation of the CYPP will be required and considered at the Children's Trust Board AGM together with the LSCB annual report.
- Perhaps the greatest challenge will be detailing within the CYPP the alignment/pooling and sharing of budgets and resources. The CYPP

should be clear and set how priorities have been costed, the resources identified and where accountabilities lie for resources (pooled or otherwise).

#### **4.0 Relationship Between the Children's Trust Board and Safeguarding Children Board**

*Please refer to the detailed draft protocol and visual of schematics to how the relationship will work.*

4.1 Government Guidance also comments on the relationship between the Children's Trust Board and Safeguarding Children Board. Key points are:

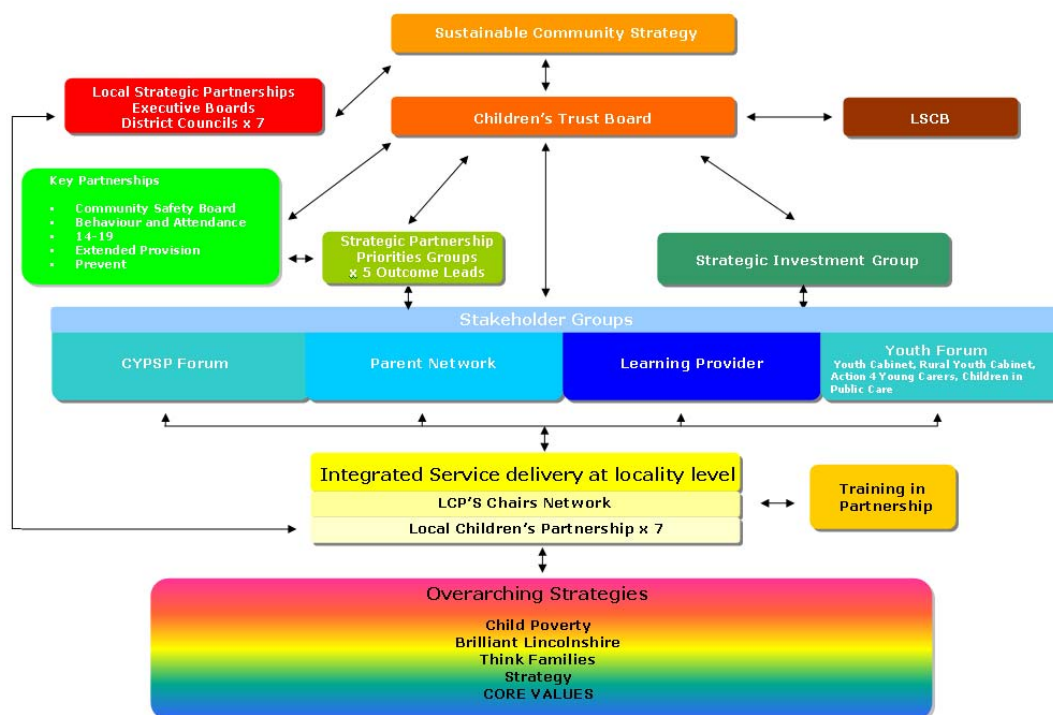
- The Children's Trust Board is specifically accountable for overseeing the delivery of the Children and Young People's Plan. The Safeguarding Children Board is responsible in turn for challenging the Children's Trust Board on their success in ensuring that children and young people are kept safe.
- The Safeguarding Children Board should maintain a separate identity and independent voice and be consulted on issues which affect how children are safeguarded and their welfare promoted.
- The two Boards will need an ongoing and direct relationship with regular communications, ensuring there is no duplication of activity and no unhelpful strategic or operational gaps in policies, protocols, services or practice.
- The Safeguarding Board will be required to produce an annual report on the effectiveness of safeguarding, highlighting challenges to overcome and, where needed, challenge the Children's Trust Board to take the strategic action required across services to help keep children safe. The Safeguarding Board will present an annual report to the Children's Trust Board and the Children's Trust Board will in turn respond through the Children and Young People's Plan and annual report

4.2 It is proposed that the Chair of the LSCB is invited to attend the Trust Board, but to separate scrutiny role from decision making, the LSCB Chair will not be a formal member of the Trust Board

#### **5.0 Proposals for New Children's Trust**

5.1 Taking the above factors into account, we have developed proposals for new Children's Trust for consultation.

5.2 The proposed model covers the formal governance arrangements for partnership working. The blocks at the top of the model indicate key relationships, reporting lines and accountabilities to stakeholders.



5.3 A review of the Terms of reference/governance arrangements for the **Children's Trust Board** will include the following to:

- Improve wellbeing and life chances for all children in Lincolnshire especially the most vulnerable and to create local communities where all children can flourish.
- Agree priorities and actions for children's services ensuring safeguarding underpins all activity and to provide a framework for the effective operation of local arrangements.
- Monitor and evaluate performance against priorities to inform future planning and commissioning.
- Set the strategic direction for the development of integrated commissioning of services for children and young people in the Children and Young Peoples Plan (CYPP).
- Monitor the implementation of the CYPP which will set out what resources are required to achieve the priority outcomes and targets specified in the Sustainable Community Strategy to reduce inequality and to narrow the gaps in outcomes and experiences for families.
- Have a stronger focus on preventative and early intervention services for children, young people and families.
- Build and sustain effective partnerships with and between all sectors providing services to children and young people in order to focus resources jointly on improving outcomes for them.
- Provide a framework so that public expenditure can be aligned /pooled and co-ordinated and be responsible for the effective use of resources to enable priorities to be resourced.
- Use performance monitoring information, statistical data and evaluation to inform decision making, the use of resources and

maintain an overview of progress towards achieving the stated outcomes and targets.

## 5.4 Membership

5.1 The partners in the Children's Trust (both statutory and those included by local agreement) are individually responsible for implementing the CYPP in the course of delivering their normal functions.

5.2 It is vital that the Children's Trust Board is firmly positioned within the LSP's so it can champion the interest of children and young people within this forum and ensure that the CYPP is fully consistent with strategic vision in the sustainable community strategy.

5.3 With this in mind it is proposed the CTB membership is made up as follows:-

5.4 The Director of Children's Services who will continue to **chair** the Trust Board & Partnerships Forum *1 seat*

5.5 Arrangements for the Vice Chair are retained and the position is taken by a non LCC representative elected by the CTB annually at its AGM.

- Lincolnshire County Council Lead Member *1 seat*
- Lincolnshire County Council (adult and children's services) *2 seats*
- NHS Lincolnshire, *1 seat*
- District Councils, *1 seat*
- Lincolnshire Police, *1 seat*
- Lincolnshire Probation, *1 seat*
- Job Centre Plus, *1 seat*

5.6 Schools,- *3 seats* (primary, secondary, special) The local authority is responsible for developing – in agreement with schools – a system for representation. As the remit of the School Forum has a statutory role in finance matters the guidance suggests that it may be too limited to represent the full range of interests needed for the Board – An alternative system for representation is suggested:

5.7 The suggested is that the existing Learning Provider group becomes an elected group of 21 Head teachers – 1 from each sector (secondary / special/ primary) from each of the 7 localities plus a representative from the School Forum/ Independent Sector/ Short stay schools/ Alternative Learning Providers/ Further Education Colleges plus Diocese Education Board. This group would in turn nominate three representatives to sit on the Trust Board:-

- Further Education provider, *1 seat*
- Third Sector –from the voluntary sector forum *1 seat*
- Lead GP (to be co-opted as & when required) *1 seat*

5.8 As each Children's Trust Board should always include some non-statutory members it is proposed that make up of the Board also includes attendance of:

- Children and Learner Strategic Adviser (CSLA) Government Office  
*1 seat*
- Independent Chair of the Lincolnshire Safeguarding Children Board  
*1 seat*

5.9 This gives a new Children's Trust Board with **17** members. LCC would provide the 'accountable body' role for the CTB and draw together resources from key funding partners to support this.

5.10 The CTB needs to be supported by its member organisations with adequate and reliable resources. The Local Authority and its partners will therefore need to consider resourcing requirements for the new CTB, and agree this with the CTB, to help ensure its effectiveness.

5.11 The CTB meeting up to six times per year would be supported by a structure covering:

#### **6.0 A Strategic Investment group** which will: -

- Take a strategic view of needs (Joint Strategic Needs Assessment), linking needs to outcomes.
- Establish overall commissioning standards and principles.
- Provide governance of service delivery and of commissioning at the different levels.
- Set out the areas in which services can be more effectively commissioned/ de-commissioning and the processes for managing the delegation of commissioning/de-commissioning functions.
- Establish integrated systems and processes, including workforce development, and mechanisms for aligning budgets.
- Provide market management especially in relation to ensuring contestability, choice and quality of providers.
- Explore opportunities for service redesign, especially encouraging the move towards preventative services and early intervention.
- Assume responsibility for the sixth outcome of Service management and oversee the production of the CYPP, the annual report and refresh

#### **7.0 Strategic Investment Group Membership**

7.1 It is proposed that the lead commissioner and officers with responsibility for performance management from the following agencies would be members of this group:

- Lincolnshire County Council (adult and children's services)
- NHS Lincolnshire
- Strategic Health Authority
- District Councils
- Lincolnshire Police

- Schools Forum
- Third Sector

## 8.0 Stakeholder Engagement

8.1 The views of children, young people, parents and front-line workers as well as senior managers from a wide range of diverse organisations are vital, they will shape our plan and enhance accountabilities. We will continue to invest in our existing strategic partnership as well as establishing a Parent Network, and a Children and Young People forum which will work alongside more direct stakeholder representation and involvement at locality level to ensure the voice of stakeholders informs the work of the CTB.

8.2 Proposed elements are:

8.2.1 *Strategic Partnership Forum* - The Children's Trust Board must have a mechanism for wider engagement of its statutory and non-statutory partners to reflect local circumstances. Engagement will be through bi-annual events including consultation of the Children and Young People's Plan along with updates on progress, priorities and service changes.

Membership includes but is not limited to:

- Providers of Health Services
- Strategic Health Authority
- District Council Children's Champions
- LALC
- Supporting People
- Youth Offending Service
- School Forum
- Providers of alternative education
- Housing providers
- Diocesan Boards of Education
- Work based learning providers
- CAF/CASS
- Representatives from Family Justice system
- Voluntary Sector
- Private Sector

8.2.2 *Parent Network* – annual/bi-annual countywide events for parents, including consultation on the Children and Young People's Plan along with updates on progress, priorities and service changes. It will be possible to have a large number of stakeholders involved and do workshop sessions on topics of interest. Local groups will be established through the LCP's to enable consultation about local priorities and the development of services.



8.2.3 *Youth Forum* - a group made up of the respective chairs and nominated representatives from the Youth Cabinet, Action for Young Carers, Children in Public Care Council and the Rural Youth Council – joint meetings with the board two/three times a year. With a cross section of stakeholders and focused involvement from children, and young people Meetings will comprise of a briefing session to give an overview of key issues and then time for focused discussions on a small number of 'hot topics' which would link to the business of the Children's Trust Board and priority groups.

8.2.4 *Direct stakeholder* representation and involvement in locality and priority sub groups – matching the interests and skills of stakeholders with work being done in localities

## **9.0 Integrated Service Delivery**

9.1 Through a network forum for Chairs of Local Children's Partnerships and through our seven Local Children's Partnerships (clusters) and a workforce development group we will drive integration at a local level.

9.2 The LCP Chairs network would provide co-ordination, consistency and drive to manage change and improve the delivery of integrated services across the county. An example of this is work to redesign systems and processes to improve delivery of prevention work. A member of the Children's Trust Board would be represented on it and chairs of the LCP's would be members of it. It would be supported by a workforce development group.

## **10.0 Local Children's Partnerships (LCP's)**

10.1 Aligned to district council areas, LCP's will continue to be the mechanism for driving forward the delivery of the CYPP and the integration of services at locality level

10.2 LCP's will be supported by a Youth Forum and Parent Network to ensure the views of stakeholders are heard at a local level.

10.3 LCP's would additionally:

- Oversee extended services business plan for the locality involving delivery of 21<sup>st</sup> Century School model for integrated working
- Ensure that schools, children's centres and other local services are effectively linked to area partnerships and the work of the Children's Trust Board including supporting the work of the 14-19 and the behaviour and attendance partnerships

## **11.0 Strategic Partnership Priorities Groups**

11.1 Based on the five every child matters outcomes. These groups will continue to be led by the five Outcome Leads appointed by the Trust

Board and will drive forward partnership working to achieve the priorities within the Children and Young People's plan

- Be Healthy - Outcome Lead – Allan Kitt
- Stay Safe – Outcome Lead – Sue Westcott
- Enjoy and Achieve – Outcome Lead Andy Breckon
- Make a Positive Contribution- Outcome Lead – Debbie Barnes
- Achieve Economic Wellbeing – Outcome Lead – Stuart Carlton

11.2 It is also proposed that elected members are represented on each of the priority groups in order to increase democratic engagement in partnership working.

11.3 Work will need to be done to align existing partnership activity to these outcomes, consider linkages in more detail and how cross cutting issues will be handled (such as supporting families and children with disabilities).

11.4 Other time limited (task & finish) groups would be established as and when required, governed by the new CYPSP Trust Board.

## **12.0 Measuring Success of the New Arrangements**

12.1 Success criteria for the arrangements are proposed as follows:

- Governance arrangements are in place which have local support, meet the Council's good governance requirements and are compliant with current Government guidance.
- Partners are represented on the new arrangements at an appropriate level of seniority and authority.
- The remit of the boards and partnerships, partner roles linkages and relationships are well defined.
- Forward plans are developed and in place which focus on partnership priorities to deliver better outcomes
- A robust new style Children and Young People's Plan is prepared agreed and published by April 2011, which is underpinned by robust needs analysis and joint commissioning plan.

12.2 It is recommended that the success criteria are measured by annual reviews which would also capture any changing local and national context to allow the arrangements to be amended over time.

## **13.0 Consultation Arrangements**

13.1 Section 10 of the Children Act 2004 requires the local authority to 'make' the cooperation arrangements (including the children's trust board) and each of the statutory partners 'relevant partners' are required to co-operate in doing so.

13.2 The information set out in these implementation proposals builds on discussions and events over recent months with a range of stakeholders

and partners. The implementation proposals are being discussed and are open to a period consultation in a number of arenas, including:

- Children and Young People's Strategic Partnership
- Children and Young People's Strategic Partnership executive group
- Children's Services Directorate Management Team
- Local Children's Partnership's
- Safeguarding Children Board

13.3 In addition this information is being mailed to partners and stakeholders including:

- Senior managers and partners with a responsibility or interest in Children's Services
- Lead Councillors in District Councils
- Stakeholder groups such as Schools Forum and Governors Partnership Forum,
- Groups representing children, young people and families.

13.4 Updates on progress with the new arrangements will also be mailed in coming months.

Views on the implementation of these proposals are welcomed up to 17:00hrs on Friday 2<sup>nd</sup> July 2010. Please complete the accompanying consultation form.

Final proposals will be presented and adopted at the CTB AGM and LCC Council's Executive Board meetings in July 2010

We are also seeking to confirm nominations to the new Children's Trust Board by 7<sup>th</sup> July 2010 where possible and a nomination forms will be despatched to all relevant partners in due course.

For further information about this consultation or the new arrangements contact the CYPSP Business Manager:

Email: [clive.yates@lincolnshire.gov.uk](mailto:clive.yates@lincolnshire.gov.uk) , telephone 01522 552343

#### **Glossary**

CTB - Children's Trust Board  
CYPP – Children & Young Peoples Plan  
CYPSP – Children & Young Peoples Strategic Partnership  
LCP's- Local Children's Partnerships  
LSCB – Lincolnshire Safeguarding Children's Board