

Oldham's Children and Young People Partnership

Children's Trust Approach

'Changing For Children'

Vision Strategy

1. Purpose of paper

The purpose of this paper is to present a model for the development and refining of Oldham's Children's Trust approach. It aims to set out the vision, distance travelled to date, proposed model and further work required to enable us to meet statutory requirements around the Children's Trust approach as set out in the Every Child Matters: Change for Children Agenda.

2. The Trust Concept- Integrated Working

A Children's Trust is a partnership model to enable the effective integration of services around children's needs. The Children's Act 2004 requires local authorities to develop Children's Trust type arrangements. This national guidance enables local areas to be flexible in their approach while adopting the following common principles:

- ✧ Integrated governance
- ✧ Integrated planning
- ✧ Integrated commissioning
- ✧ Integrated delivery

There can therefore be variety of trust models across a spectrum reflecting various degrees of 'depth and breadth' (see fig 1).

In order to achieve these principles common processes will be embedded within the practices of partner agencies for example Common Assessment Framework. The effective management of resources is another important element. This relates to the aligning or pooling of budgets where appropriate to meet agreed outcomes. A Children's Trust approach will embed performance management arrangements to enable the effective monitoring of local priorities as identified in the Children and Young People Plan. This will drive service improvement and better outcomes for children and young people.

3. Oldham's Vision

Oldham's Children and Young Partnership will adopt a Children's Trust Approach to deliver the Change for Children Agenda. The Partnership will not re-brand as a 'Trust' but will work to develop the identified key principles of the Trust approach.

The evaluation of the Children’s Trust Pathfinder projects that was published by the DCSF in March 2007 highlights a range of workable models ranging from one ‘Trust’ organisation to more informal or ‘symbolic’ partnership arrangements with shared outcomes and planning.

A useful tool for defining local Trust arrangements is a depth and breadth matrix (fig 1). This matrix based on work done by Peck et al 2004 indicates the spectrum of partnership arrangements that can constitute a Trust. This is an effective starting point for a local area is to establish where on the spectrum their current arrangements are and where they hope to get to in the establishment of their Trust.

Fig 1

Depth of partnership			
Formal Merger			
Partnership Organisation			
Joint Management			Oldham Where we want to get to by February 2008
Co-ordinating activities			
Consulting each other			
Sharing Information			
	Health and Social Care	Health and wider Children’s Services	Health, Children Services and wider partners
Breadth of partnership			

The above model indicates where Oldham’s Children and Young People Partnership aims to get to by February 2008. The Partnership does display some elements of this at present and there are some excellent examples of joint management and coordination on the ground. These will be embedded and rolled out in the formalisation of the Trust approach. Given the fluid nature of the Trust concept this vision may well be developed in time and new goals may be set. Work will continue beyond February 2008 to develop further integrated planning, commissioning and service delivery (for example pooled budgets for discrete services and co-located teams).

Oldham’s Children’s Trust approach will embed a focus on early intervention, prevention and integration of services to provide a seamless, person-centred approach. Safeguarding and targeted work with vulnerable groups to ‘narrow the gap’ will also be key priorities cross-cutting its work. Effective integrated

processes and complementary working practices will be in place to ensure all agencies can share information and work together to provide universal, targeted and specialist services.

The Trust approach governance framework will be organised in a way, which means that all partners can be represented, and be engaged at an appropriate level. Children, young people and families will be an integral part of the Trust approach and mechanisms for engagement will be embedded.

Work being done on a local level to enable the planning and delivery of services according to the needs of specific communities will be a key part of the Trust approach. This 'bottom up' approach will develop the effective engagement of communities, innovative community development approaches and the targeted allocation of resource and interventions.

4. Distance Travelled

Since its establishment in 2003 the Children and Young People Partnership has made significant steps towards meeting the outcomes set out in the Every Child Matters: Change for Children agenda and demonstrates elements of the Trust principles. This work provides us with a firm platform on which to formalise Oldham's Children's Trust approach. The Partnership's Executive Board and Joint Leadership Team has representation from OMBC, PCT, Police, voluntary community and faith sector, FE, schools and the LSC. It is an established thematic board of the Oldham Partnership and has developed the first Children and Young People Plan (CYPP) for the Borough and is also charged with the delivery, monitoring and commissioning of services against the children and young people block of the Local Area Agreement.

A variety of multi agency boards and strategic groups make up the Children and Young People Partnership. The Partnership Executive Board has expressed the wish to not 'reinvent the wheel' and work with the structures already in existence as we move towards the formalisation of our Children's Trust approach. This was echoed in an engagement exercise that focused on the Trust approach at a Stakeholder Partnership event on the 6th June. The exercise also presented us with a number of issues to consider as we develop the Trust approach and these have been embedded in the model and development plan that follow.

The model presented in this paper aims to embed the good practice and progress made by the Children and Young People Partnership and develop and formalise this to 'badge' its Trust approach. A development plan has been established and involves a rationalisation and re-focus of the existing partnership model and identification of work required to drive the integration agenda.

5. The Trust Approach Model

Appendix 1 sets out the framework for Oldham's Trust approach. This is based on negotiations and discussions at Executive Board, Stakeholder Partnership event, Joint Leadership Team and extraordinary multi-agency meetings.

A development plan has been drafted to set out the work required to refine this model using the existing Children and Young People Partnership as a starting point (appendix 2). This focuses on the following incremental approach:

- ✧ Integrated governance- embedded by February 2008
- ✧ Integrated planning- embedded by April 2009
- ✧ Integrated commissioning- ongoing development
- ✧ Integrated delivery- ongoing development
- ✧ Performance management- system in place by January 2008

The plan aims to incorporate existing good practice and enable specific groups and structures to progress according to a timescale relevant and appropriate to their current state of play. The development plan is an organic document that can be amended or added to as the work develops. Oldham's Children's Trust approach framework will be in place and operating by April 2008 and the work to refine and further develop the arrangements will be ongoing there after.

A multi agency Children's Trust Approach Development Group will be set up to oversee the change process.

Some of the key components of the model are further clarified in the following points.

6. Executive Board - Changing for Children Board

The Partnership Executive Board will become the Changing for Children Board. It will set the strategic direction for the Partnership and Trust approach and will be accountable to the Oldham Partnership.

7. JLT- Changing for Children Strategy Group

The membership and terms of reference of JLT will be revisited and it will become the Changing for Children Strategy Group. Its role will be to drive the work of the Partnership and identify and develop cross cutting approaches. Adopting a performance management role it will receive reports from the Delivery Partnerships and locality planning structures around need, priorities and performance. It will make recommendations to the Changing for Children Board around appropriate interventions and will have delegated decision-making powers to be agreed by key partner agencies.

8. Integrated Commissioning Group

This group is charged with the task of setting an agreed strategic direction for the commissioning of services for children and young people against the priorities identified in the Children and Young People Block of the Local Area Agreement and the CYPP. Taking a needs-based approach the group is developing an Integrated Commissioning Framework which embeds the principles identified in the Oldham Partnership Commissioning Framework and the DCSF Joint Planning and Commissioning Framework for Children, Young People and Maternity Services (2006). The group is committed to commissioning services from a wide range of providers including the voluntary and community sector to enable an individualised, preventative approach to service design and delivery based on the diverse needs of local communities.

9. Delivery Partnerships

These Partnerships will feed into the ICG and Changing for Children Strategy Group. They are multi-agency boards that focus on specific outcomes, for example integrated youth services and early intervention and prevention. Their focus and areas of work will be agreed via a rationalisation exercise of existing groups and they will adopt performance indicators to deliver against from within the CYPP. They will develop strategic planning approaches and identify and drive the development of the effective integration of services. They will work towards identifying commissioning intentions and may take on a commissioning role with pooled budgets after undertaking 'readiness to deliver assessments' (see appendix 3). They will report to the Changing for Children Strategy Group around progress as part of the CYPP's performance management framework.

Each Delivery Partnership will have a chair and lead officer appointed by the Changing For Children Board. The chairs and lead officers will be members of the Changing for Children Strategy Group.

10. Locality Planning Structures

There is currently an amount of innovative work happening around locality delivery that is central to the work of the Trust approach. This work focuses on improving systems and narrowing the gap in outcomes for children and young people. The planning structures being developed will be integrated within the Children's Trust approach and enable a needs based approach to service design and delivery. Delivery Partnerships will have to consider links to locality structures as part of the 'readiness to deliver assessment'. Locality governance arrangements will work towards locality based commissioning.

11. Stakeholder Boards

Agencies

The Stakeholder Partnership Board aims to ensure that all agencies who contribute to the outcomes for children, young people and families come together to review the policies and priorities for Oldham, and scrutinise the implementation of these. It currently takes the form of a conference three

times a year. This will be an integral part of the Children's Trust approach and will be reviewed to ensure it is for purpose

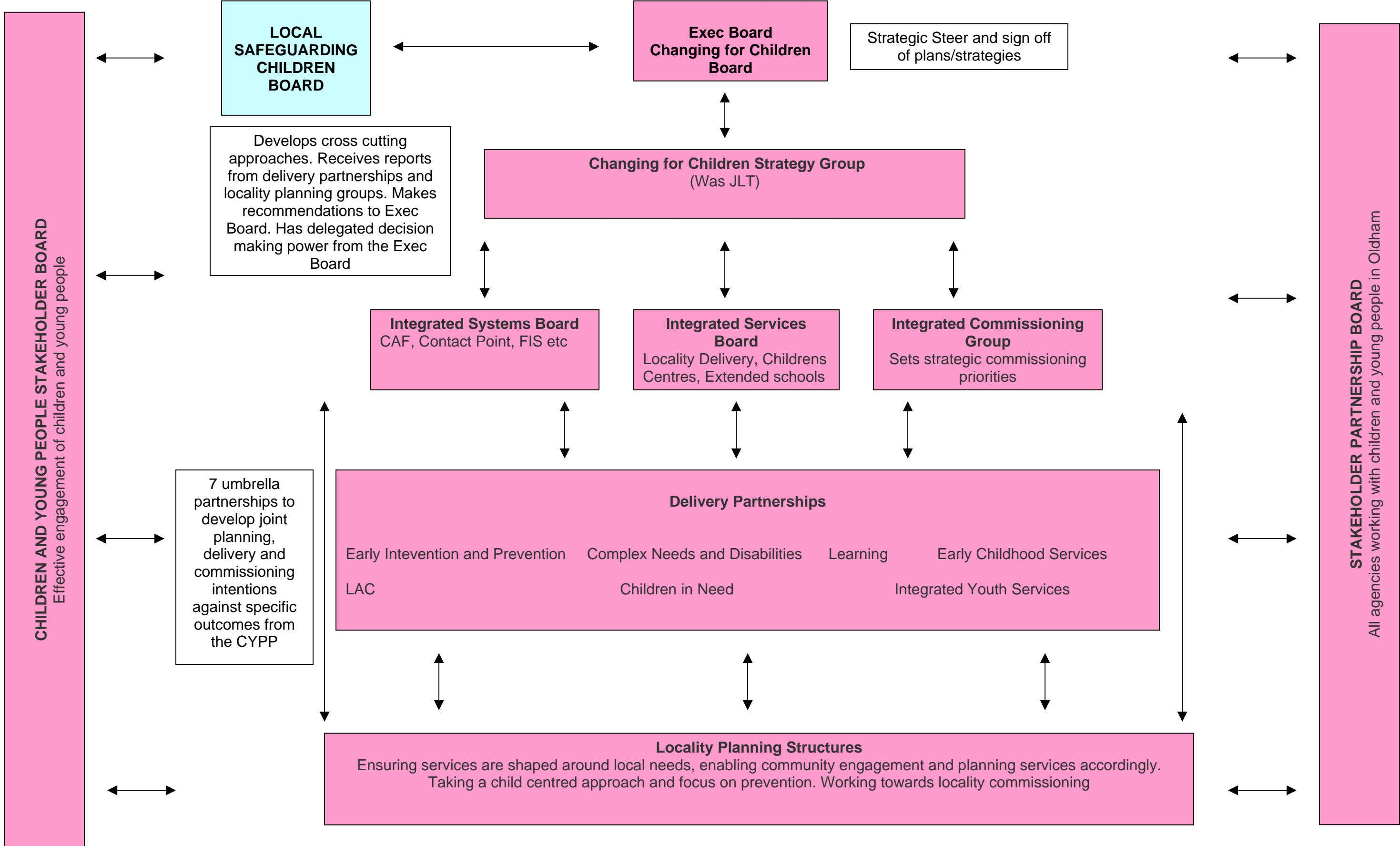
Children and Young People

A function of the Children's Trust approach model in Oldham will be to formalise the arrangements for children and young people's involvement in the design and delivery of services. There are a number of existing forums and good practice models that exist for the engagement of children and young people and these will be built on to develop a Children and Young People Stakeholder Board.

12. How will we know when we have succeeded?

The Children and Young People Partnership will be committed to the ongoing review of its progress. As well as performance management of the CYPP, which will measure progress against outcomes for children and young people, the Partnership will adopt a self assessment framework which will incorporate 'readiness to deliver assessments' for all its Delivery Partnerships (see appendix 3). These assessments will be carried out by all Delivery Partnerships to ensure they have robust systems and processes in place to be able to take on more devolved responsibilities.

Children's Trust Approach Governance Framework- DRAFT



Delivery Partnerships
Example work streams – these will be further developed

Early Intervention and Prevention

Parenting Strategy
 Prevention Strategy

Play Strategy
 Parenting
 Young Carers
 Early Years
 Extended Schools
 Health improvement

Complex Needs and Disabilities

SEN/CD Strategy
 CAMH's
 Complex Case
 Physiotherapy
 Speech & Language Therapy
 Occupational Therapy

Early Childhood Services

Early Childhood Services
 Commissioning Partnership

Integrating Early Childhood
 services Partnership (CCs)

Childcare Improvement Partnership

Childcare Action
 Partnership

Information Partnership

Learning

School Improvement Advisors
 School Improvement Attendance Service

Building Schools for the Future (BSF)

Academies
 Primary Strategy
 Virtual School Head
 Excellence in Oldham
 Study Support

Secondary Strategy 14-19 strategy

Looked After Children

Looked After Children Placement Strategy

After Care Strategy

Permanence Strategy

Advocacy and Independent Visiting

Life Chances

Corporate Parenting

Provision of Placements

Children in Need

Referral and Assessment

Care Management Traveller children

Domestic Violence

Education Psychology

Family Support Tiers 3&4

Out of Hours Service (EDT)

Safeguarding & Child Protection

AIM Project

Messenger

Asylum Seekers & Refugees

Integrated Youth Services

Youth Service

Connexions Teenage Pregnancy

Housing Needs Respect

OASIS Youth Offending

Young Peoples Housing Strategy

Youth Matters – targeted FI Project

Sports Development

Music Service

Outdoor Education

Appendix 2

Children's Trust Approach Delivery Plan

Number	Aim	Objective	Timescale	Outcome
1	Establish integrated governance and accountability arrangements	Agree governance framework	November 2007	There will be clear lines of responsibility and accountability involving all partners delivering services to children and young people
		Agree level of delegated decision making to Executive Board and develop terms of reference	January 2008	
		Develop terms of reference and membership for Changing for Children Strategy Group including reporting arrangements (based on JLT)	January 2008	
		Develop children and young people forum (based on existing forums and structures e.g. youth council)	April 2008	
		Revisit stakeholder partnership board terms of reference and update to ensure fit for purpose	January 2008	
		Formalise links with locality governance arrangements	ongoing	
		Formalise links with other relevant Partnership Boards e.g. Learning Partnership	January 2008	
2	Embed Integrated Planning arrangements	Identify/ agree a lead officer for delivery partnerships	Nov 2007	There will be an effective multi-agency approach to the planning of integrated services to meet agreed outcomes. A shared culture will be embedded.
		Meetings with lead officers to establish role and responsibilities- 'governance workshop'. Sharing good practice and approaches.	Jan 2008	
		Re-visit and agree membership, TOR and work plans for delivery partnerships	February 2008	
		Identify key performance indicators for delivery partnerships based on CYPP with allocated target leads	April 2008	
		Needs analysis including service mapping by each delivery partnership	In line with CYPP planning cycle	
		Develop mechanisms and systems for integrating locality planning	April 2008 to April 2009	
3	Embed Integrated Commissioning	Revisit and develop terms of reference for Integrated Commissioning Group (ICG)	November 2007	The Trust will adopt an integrated commissioning framework to drive forwards service improvement. The approach will be underpinned by needs analysis and robust performance data and will work towards pooled budget arrangements.
		Develop and Publish Commissioning Framework	Sept 2007 (draft) Jan 2008	
		Identification and publicising of Strategic Commissioning Priorities	Jan 2008 then annually	
		Establish pooled budgets and partnership agreements where appropriate	April 2008 then ongoing	
		Delegated responsibility for commissioning to Delivery Partnerships and locality planning groups after undertaking readiness to deliver assessments	April 2008 then ongoing	
4	Embed Integrated Delivery	Fully implement CAF and other integrated systems	ongoing	Effective systems will enable services to work together seamlessly and promote a preventative approach to improving outcomes.
		Develop workforce remodelling plan	ongoing	
		Co-location of teams	ongoing	
5	Communicating the Process	Children's Trust approach update in One Voice newsletter	Quarterly	All partners will be kept up to date of developments and engaged in the process. The role and function of the Trust approach will be clearly understood.
		Communication Strategy for Partnership	April 2008	
6	Performance Management	Develop and implement 'readiness to deliver assessment' system	April 2008-September 2008	An effective framework will enable the ongoing monitoring of progress and performance against the CYPP. Arrangements will be in place to inform the planning and commissioning of services accordingly and respond to local need and priorities.
		Establish performance management of CYPP and annual planning cycle to inform the work of Delivery Partnerships and ICG.	April 2008	
		Annual review of progress	Annually	

Appendix 3

'Readiness to Deliver Assessment' DRAFT

In order to ensure that Delivery Partnerships within the Children and Young People Partnership are ready, robust and equipped to take on wider devolved duties and responsibilities, which may include the commissioning of services. They must undertake a readiness to deliver assessment. This will ensure that all Boards are working towards the same agreed standards. It is also a tool for quality assuring the Trust approach and will be based on existing good practice models. To ensure flexibility and allow for variances in the development processes of Delivery Partnerships they must complete the self-assessment at a time that is appropriate for them. It should be completed before pooled budgets are established and commissioning responsibilities are embedded.

Readiness to deliver criteria

- Detailed needs analysis undertaken
- Evidence of engagement of children and young people
- Evidence of engagement of voluntary, faith and community sector
- Delivering integrated services
- Evidence of improved outcomes for children and young people
- Clear about commissioning/provider responsibilities
- Have developed commissioning intentions
- Clear about universal, acute and targeted support services
- Where appropriate able to evidence locality delivery
- Able to demonstrate integrated systems in action
- Evidence of workforce remodelling
- Evidence of Culture Change
- Acceptable or better performance on all Performance Indicators
- Evidence of a focus on 'narrowing the gap'
- Able to demonstrate the embedding of safeguarding