

**Meeting:** Haringey Strategic Partnership

**Date:** 27 April 2009

**Report Title:** Update on Development of Children's Trust – For Information

**Report of:** Chief Executive – Haringey Council

**Summary**

This report sets out draft proposals for the creation of a Children's Trust to replace the current Children's and Young People's Strategic Partnership within Haringey's Strategic Partnership. A further report will be considered in June on the formal creation of the Children's Trust as a theme Board within the Haringey Strategic Partnership

**Recommendations**

This report is for information and should be noted.

**Financial/Legal Comments**

There are no financial implications within this report however the actual creation of the Children's Trust may have implications for the future expenditure and Income amongst the Strategic partners.

There will be legal implications of creating a legal based partnership and these are still being assessed and will be the subject of a further report once the formal views of partners have been assessed.

**For more information contact:**

Name: Tim Dauncey  
Title Interim Director of Special Projects  
Tel: 020 8489m 2337  
Email address: [Tim.Dauncey@Haringey.gov.uk](mailto:Tim.Dauncey@Haringey.gov.uk)

## 1. Summary

The Joint Area Review report into Haringey's Children Services identified the need to improve governance of safeguarding arrangements for children. It was proposed to replace the current Children and Young People's Strategic Partnership Board with a Children's Trust. This briefing sets out the current thinking for consultation and consideration.

## 2. Development of a Children's Trust Model

### 2.1 What is a Children's Trust?

Section 10 of the Children's Act 2004 sets out the duty to co-operate to improve the well being of children by local authorities and their partners.

All Children's Trusts need to focus on a number of key priorities which should be informed by their Joint Strategic Needs Assessment and clearly set out in their Children & Young People's Plan including:

- identifying children and young people at risk of failure or harm, and intervening early to make sure children are safe and can thrive;
- narrowing the gap especially in educational attainment between vulnerable children and young people (like children in care) and others, while also improving the lives of all children; and
- reducing child poverty.

They should do this by:

- listening to the views of children and young people as well as their parents and carers about what services they need and are available, involving them (and their parents and carers) in delivering them;
- promoting joint working between all professionals working with children and young people;
- ensuring effective commissioning (i.e. planning and delivery) of services for children and young people based on a robust analysis of their needs and using resources flexibly and creatively (for instance by aligning or pooling budgets); and
- overcoming unnecessary barriers to sharing and using information.

The term Children's Trust applies to the whole system of children's services covering the work of partner agencies at every level, from the development of overall strategy to the delivery of front line services. **It is not a separate organisation in its own right.** Each partner retains its own responsibilities while working together to join up services. A suggested timetable for creation of the Trust is set out at para 3.

### 2.2 Key issues to be considered in creating a Children's Trust are as follows:

There are two models for strategic interagency governance of a Children's Trust:

- i. Collaboration between partners, defined as governance and policy enacted by the various statutory bodies with the Council and Health as the accountable bodies based upon a duty to cooperate using section 31 of the Health Act 1999.
- ii. Partnership governed by legal agreement defined as governance and policy

enacted through a Children's Trust board through a legal/partnership agreement between key partners. This is further developed in Appendix 1

It is proposed that Haringey should follow the second model.

This will provide a structure for:

- Leadership that includes managing pilot initiatives, joint commissioning, co-ordinating and managing changes in delivery mechanisms. There is a critical role in building and strengthening working relationships between agencies which meet the objectives of the Trust.
- Joint planning, including the identification of budgets available for children's services from social care, education, health and other agencies. These can be pooled through legal agreements or aligned through sharing information on resources and spending to aid the development of fully costed plans.
- Joint commissioning of children's services to strengthen the integrated working of agencies and redesign of services for children.
- Preparation and submission of a Children & Young People's Plan setting out the Children's Trust's strategy for delivery of the 5 outcomes within the Every Child Matters Strategy for local children and young people.

### **2.3 Terms of Reference for Children's Trust**

The vision of the Children's Trust should reflect the vision within the current Children and Young Peoples Plan which is:

**'We want every child and young person in Haringey to be happy healthy and safe with a bright future'**

The draft terms of reference for the Children's Trust is set out below:

- To develop and publish a child and family centred outcome led vision for all children and young people in a Children and Young People's Plan which incorporates all partners strategies related to children and young people.
- To put in place robust arrangements for inter agency governance and performance measurement of all the Every Child Matters outcomes for children and young people.
- To develop integrated strategy, joint planning and commissioning , pooled and aligned budgets to deliver the Children and Young People's plan
- To deliver child safeguarding services through integrated processes, effective multi agency working underpinned by shared language and shared processes.
- To develop and promote integrated front line delivery organised around the child, young person or family rather than professional or institutional boundaries.

### **2.4. Membership of the Children's Trust**

Consideration needs to be given to the representation on the Children's Trust from the

organisations set out below:

- Local Authority Councillor representatives
- Local Authority Officers
- LSCB Chair
- Teaching Primary Care Trust representatives
- Haringey Police
- Mental health Trust
- Whittington Hospital
- North Middlesex
- GOSH –
- General Practitioner
- Voluntary Sector - HAVCO
- Voluntary Sector representatives – Community Link Forum
- College of North East London
- Learning Skills Council
- Youth Offending Service –
- Haringey Children’s Networks
- Haringey Youth Council
- Schools representatives
- Sixth form college
- Job Centre Plus.

Further considerations are required to agree the representation from the Voluntary Sector on the various bodies within the Trust

2.5 The structure of the Trust will follow an established model as follows:

- A Children’s Trust Board reporting into the Local Strategic Partnership acting as the thematic board for Children and Young People’s services.
- A Children’s Trust Executive Performance Management Group who act as the management group for the Children’s Trust.
- Children’s Trust Sub Groups based on services targeted on local needs (via the 3 Children’s Networks) or sub groups based upon the 5 outcomes set out in the Children and Young peoples plan.
- Occasional ‘task and finish’ groups to focus upon specific issues.

The trust would be governed in accordance with the Nolan principles which will be set out in the formal documents setting up the Children’s Trust.

2.6 Children’s Trust Executive Performance Management Group Role :

The Executive Performance Management Group will:

- Direct agenda and forward planning for the Trust.
- Manage and monitor the implementation of the JAR Action Plan.
- Manage reporting arrangements between the Trust, sub groups and LSCB.
- Decision making in emergencies between Trust meetings.
- Undertake performance management of key issues and outcomes from the Children and Young People’s Plan.

- Ensure follow up of decisions made at Trust meetings.

## 2.7 Membership to include the following:

- Chair and Vice Chair of Children's Trust.
- Director of Children and Young people's Service.
- Representative of the Metropolitan Police.
- Representative of the Primary Care Trust
- Representative of HAVCO.

## 2.8 Creation of Sub Groups to support the work of the Children's Trust:

The creation of a sub group structure to the Children's Trust needs to encompass the facilitation of multi agency delivery of the Children and Young People's Plan in a framework that is understandable to all members of the Trust Board and delivers the outcomes set out in the plan.

There are two options:

### Option 1

Three sub-groups based on the 3 Children's Networks: North, South and West within the Borough. The groups remit would include the following as part of a core offer, with cross-cutting working groups for more wide-reaching issues including disability and the post 16 agenda:

- Children's centres.
- Parenting.
- Play.
- Early years.
- Extended schools.
- Health.
- Safeguarding.

These sub-groups could co-opt additional locally based members, drawing particularly on voluntary sector representatives

### Option 2

5 sub-groups formed to address each of the 5 Key Outcomes of Every Child Matters and in line with the national Children's Plan and our local Children and Young People's Plan:

- Be Healthy.
- Stay Safe.
- Enjoy and Achieve.
- Make a Positive Contribution.
- Achieve Economic Wellbeing.

Following consultation with members of the Children and Young People Strategic Partnership Board and the Performance Management Group of the Haringey Strategic Partnership an area based approach based on the geographic areas of the Children's networks is the preferred outcome. However the sub group governance framework will also provide sufficient flexibility to allow for task and finish groups to

be created on specific issues as determined by the Children's Trust Board.

### 3.0 Draft Timetable for creation of Children's Trust

#### Phase 1 Consultation on Options for Children Trust

- CYSBPB – 7<sup>th</sup> April 2009
- HSP PMG 9<sup>th</sup> April 2009
- Cabinet 21<sup>st</sup> April 2009
- HSP 27<sup>th</sup> April 2009

#### Phase 2 Agreement of Governance Model , membership and sub group framework

- CYPSPB 19<sup>th</sup> May 2009
- HSP PMG – 1<sup>st</sup> June 2009
- Cabinet 16th June 2009
- HSP - 23<sup>rd</sup> June 2009

#### Phase 3 Implementation

- Children's Trust Meeting 13<sup>th</sup> July 2009
- Children's Trust Executive Performance Management Group - TBA
- Children Trust Sub Groups - TBA

## **Appendix 1 Draft Interagency Children's Trust Model partnership agreement**

The two models referred to in the paper are a Collaborative Model and a Legal Framework Model.

The collaborative model is as currently exists through the Children and Young People Partnership Board. There is a duty to co-operate between the partners, but no written agreement to ensure all partners co-operate and work together.

The legal framework model could be based upon a Partnership Agreement which sets out membership, functions and protocols and key arrangements for decision making, ownership of the Children and Young People's Plan, integrated working, joint commissioning and the alignment and management of budgets including pooled budgets. Such a partnership agreement would be signed up to by all members of the Trust.

Responsibilities for partners could be defined within the partnership agreement in the following terms:

- Take responsibility for developing, publishing and monitoring the Children and Young People's Plan.
- Ensure that the 'duty to co-operate' is understood and acted upon within their agency.
- Ensure that the needs assessment that informs the CYP Plan is regularly reviewed, with particular attention paid to those children in need of protection.
- Ensure that all assessments of need for children and their families include evidence from all the professionals involved in their lives and must include direct contact with the child.
- Ensure that in respect of safeguarding of children :
  - All referrals to children's services from other professionals lead to an initial assessment including processes to require direct involvement with the child or young person and their family and direct engagement and feedback with the referring professional.
  - Core group meetings, reviews and casework decisions include all the professionals involved with the child.
  - Records are kept of such meetings including the written views of those unable to attend.
  - Formal resolution procedures are in place for managing conflict of opinions between professionals from different agencies.
  - All agencies have well understood referral processes which prioritise the protection and well being of children.
  - Named representatives from the police service, and the health service are co-located and active partners within each children's social work department
- Represent their agencies and bring experience and knowledge about other sectors and organisations; however the primary duty will be to act in the interest of children and young people.

- Ensure that all staff within their agency who have contact with children are aware of their safeguarding responsibilities and are supported to carry out any designated role with regard to partnership work including integrated working, CAF, area based projects and sharing information.
- Ensure that actions to support the Trust are firmly bedded within their agency and that for all staff who work with children there is adequate skills, training and professional development in understanding child development and recognising potential signs of abuse or neglect.
- Ensure that there is multi agency training in place to create a shared language and understanding of local referral procedures, assessment , information sharing and decision making across all services who work to protect children
- Ensure that their agency makes an appropriate contribution to the resourcing of the delivery CYP Plan.
- Ensure that partners consistently apply the Information Sharing Guidance published by the DCSF and DCLG
- Ensure appropriate consultation with parents and other stakeholders on the work of the Trust
- Ensure that reports, policies, procedures and decisions of the Trust are disseminated effectively within their agencies.
- Contribute to the development of robust and effective monitoring and performance arrangements.
- Commit to attending a minimum of meetings and nominate a named deputy who meets the membership criteria to attend up to balance of all meetings a year.
- Actively support the work of the Trust particularly sub groups to undertake any necessary research or additional work.
- Actively contribute to Joint Area Reviews of Children Services.