

LOCAL STRATEGIC PARTNERSHIP

Date of meeting: 30 APRIL 2009
Report of: NEIL MASSINGHAM
Title: THE CHILDREN'S TRUST BOARD AND THE LOCAL SAFEGUARDING CHILDREN BOARD

1.0 Introduction

- 1.1 This report contains information about the work being done to establish a Children's Trust Board and a Local Safeguarding Children Board (LSCB) for Cheshire West and Chester and makes recommendations about the position of both the Children's Trust Board and the LSCB within the overall structure of the Local Strategic Partnership (LSP).

2.0 Decision Required

The LSP is recommended to:

- 2.1 Agree that the LSP should oversee the performance of Cheshire West and Chester's Children's Trust Board as the children and young people's thematic block of the LSP;
- 2.2 Agree that the LSP should also have a formal link to the Local Safeguarding Children Board for Cheshire West and Chester to enable issues of concern to the LSCB to be reported to the LSP, though recognising that the LSCB is an independent and statutory body commissioned nationally by the Children Act 2004;
- 2.3 Agree the functions and structure of the Children's Trust, as proposed in paragraph 5.7 of this report and note that formal Governance Documents are being drawn up and will be approved through the formal decision making processes of the partner agencies on the Trust Board;
- 2.4 Note that the Children's Trust Board is not yet a statutory body, but the Government is legislating through the Apprenticeships and Skills Bill to give it statutory responsibility from November 2009 for developing, publishing, implementing and monitoring the statutory Children Plan.

3.0 Background

- 3.1 A great deal of attention, both national and local, has been focussed recently upon Children's Trusts and upon Local Safeguarding Children Boards.
- 3.2 In October 2008, The Audit Commission publicised a report on Children's Trusts: 'Are We There Yet?' The Audit Commission concluded Children's Trusts were making good progress but needed to develop substantially their governance, resource management and joint commissioning arrangements if they were to bring about the benefits which they had been intended to promote.

- 3.3 In particular, the Audit Commission found that in many Children's Trusts there seemed to be:
- Little evidence of joint commissioning actually being done;
 - A lack of mandate to commit their organisations' resources;
 - Poorly developed systems for managing performance;
 - Confusion about what the Trust was for and about how it related to other arrangements and especially the LSCB.
- 3.4 In response to those findings, the Audit Commission developed a self-assessment tool containing a number of key questions for Children's Trusts to consider. Those questions are summarised in Appendix One of this report and will be considered by the CWAC Shadow Trust Board at a workshop on 23 June (2-5pm). Any member of the LSP is welcome to attend the workshop.
- 3.5 In the wake of the death of Baby P in Haringey, attention has been given to, amongst other things, the operation of Local Safeguarding Children Boards. The effectiveness and independence of those Boards in monitoring performance has been questioned as well as the lack of clarity in the respective roles of the LSCB and the Children's Trust. Lord Laming has recently made a progress report to Government on this matter.

4.0 Recent Developments

- 4.1 Work is underway to establish a Local Safeguarding Children Board for Cheshire West and Chester. The interim (independent) Chair will be Lynne Jones, who chaired the County LSCB.
- 4.2 Cheshire West and Chester's membership of the LSCB has not yet been decided, but is expected to be the Director of Children's Services.
- 4.3 On 30 January a workshop was held which brought together a range of partners and key players to plan the development of CWAC's Children's Trust. A Shadow Trust Board was approved by CWAC Executive on 15 October 2008, and has been meeting to consider governance and commissioning issues.
- 4.4 The Shadow Trust Board has concluded that it would be appropriate to put before the Local Strategic Partnership some recommendations about the development of both of the Trust and of the LSCB as set out in this report.

5.0 Proposals

- 5.1 It is important that there is agreement and clarity about the roles of the LSCB and the Trust Board and that they are both clearly connected to the Local Strategic Partnership, so that they sit within the Sustainable Communities Strategy and the Local Area Agreement.
- 5.2 All the players in that system have to own both the Trust and the LSCB, and all the players have both to acknowledge and to exercise their responsibility for contributing fully to these arrangements.

- 5.3 Being overseen by the LSP would mean that both the Children's Trust and the LSCB would, at intervals, report on their work to the LSP as well as to the Council and Executive Member for Education and Children.
- 5.4 The Local Safeguarding Children Board occupies an interesting position. The safeguarding of children is one part of the overall children's service, and so it will necessarily report both vertically to the LSP, and horizontally to the Children's Trust. However, the LSCB must also be able to hold to account any player or system which it believes is letting down the safeguarding cause, and that could potentially include both the LSP and the Children's Trust.
- 5.5 For absolute clarity, the Core Objectives of the LSCB as set out in s 14(1) of the Children Act 2004 are:
- To co-ordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in the area of the authority.
 - To ensure the effectiveness of what is done by each such person or body for that purpose.
 - 'Working Together' emphasises the monitoring function of the LSCB re the effectiveness of what is done by all agencies.
- 5.6 The Audit Commission report referred to above (in paragraph 3.2) highlighted some profound confusion about Children's Trusts. Many of those involved acknowledged being unclear about what exactly a Children's Trust was. Experience of the current Cheshire Children's Trust suggests that having too large a Trust Board can be counter productive to effective decision making.
- 5.7 The CWAC Shadow Trust Board therefore makes the following recommendations to the LSP about the nature and structure of the Children's Trust in order to reduce the risk of such confusion or issues.
- 5.7.1 That the **Children's Trust** should be conceived of as an inclusive network of all those agencies responsible for delivering better outcomes for children and young people;
- 5.7.2 That the **Children's Trust Board** should be understood essentially as a strategic governing mechanism for multi-agency planning and commissioning services for children.
- 5.7.3 That the Children's Trust Board should be chaired by the Chief Executive of CWAC with the Director of Children's Services as Vice Chair (in order to discharge the DCS's accountability for the Trust).
- 5.7.4 That the Board should be a relatively small body with the key duties of developing, publishing, implementing and monitoring the statutory **Children Plan** – and overseeing commissioning against that Plan. The proposed membership of the Trust Board is set out at **Appendix 2** – though it is recognised that much work needs to be done to involve more partners in key outcome areas and to engage the full Trust, including parents and young people in delivering services to produce better outcomes for children.

5.7.5 That the Children's Trust Board should therefore be supported by **outcome groups**, the principal responsibility of which will be to focus on key priorities and to implement the Board's planning and commissioning decisions and deliver joined up strategies and services – and ultimately better outcomes for children.

6.0 Resource Implications

- 6.1 A great deal of work is still to be done on establishing these arrangements – work on membership, on rules of engagement and ways of working, on contributions and on governance. A particularly important dimension will be the role of the Council's Executive Member for Education and Children, who holds the portfolio for services for children and families and who is politically accountable for the Children's Trust.
- 6.2 Most of that work will be done by the players within the whole system for children within existing resources, although there may be some need to fund specific pieces of developmental work.
- 6.3 However, as both the Children's Trust and the LSCB get under way, the resource implications will be significant. All participants will need to be clear about their responsibility to contribute resources to make these arrangements work effectively and about the evaluation of the nature and extent of their contributions which will be part of the Comprehensive Area Assessment regime.

NEIL MASSINGHAM

**Principal Manager – Strategy
Children's Services
Cheshire West and Chester Council**

AUDIT COMMISSION SELF-ASSESSMENT TOOL

KEY QUESTIONS

1. How far does the Children's Trust focus on improving outcomes for local children and young people?
2. How does the Children's Trust Board oversee the effective use of resources?
3. What are the roles of the Children's Trust partners in delivering improvement?
4. How does the Children's Trust Board effectively consult, engage with, and involve key stakeholders?
5. How does the Children's Trust Board support local capacity building and capacity development?
6. How are good governance and the principles of public life demonstrated by the Children's Trust Board?
7. How does the Children's Trust Board manage risks and exercise proper controls?

Membership of the Children's Trust Board

- (1) Chief Executive, Cheshire West and Chester Council (Steve Robinson)
- (2) Director of Children's Services, CWAC (John Stephens)
- (3) Executive Member for Children's Services, CWAC (Cllr Arthur Harada)
- (4) NHS Western Cheshire Non-Executive Director (Lizzie Wiffen)
- (5) NHS Western Cheshire/ CWAC, Director of Public Health (Wendy Meredith)
- (6) Cheshire Constabulary (Superintendent Jon Betts)
- (7) Police Authority (Moirra Chapman)
- (8) Cheshire Schools Forum (Sarah Lee)
- (9) Third Sector (Alison Navarro)

In addition 5 Outcome Leads will also be members of the Board in their capacity as Outcome lead rather than for their organisation or employer. The following are named as interim outcome leads to September 2009.

- (10) Be Healthy (Julie Webster, Associate Director of Public Health)
- (11) Stay Safe (Dorothy Lewis, Acting Head of Safeguarding, CWAC)
- (12) Enjoy and Achieve (Steve Edwards, Head of Inclusion, CWAC)
- (13) Making a Positive Contribution (Steve Hoy, Connexions)
- (14) Economic Well-being (John Barber, Learning and Skills Council)

Some key partners will be 'corresponding members of the Trust and will receive Minutes and Agendas but will only attend on request or for specific issues:

- (15) Cheshire Probation Service (John Davidson)
- (16) Strategic Health Authority (Eustace de Souza)
- (17) Youth Offending Service Manager (Penny Sharland)

Other statutory **Relevant Partners** with a Duty to Cooperate in Children's Trust arrangements may be brought on to the Board or a specific Outcome Group as the Board and/or Trust considers appropriate to its function as a strategic planning and decision making body.

Cheshire West and Chester LSCB Membership

<p>Lynne Jones LSCB Independent Chair (Interim)</p> <p>Local Safeguarding Children Board County Offices Chapel Lane Wilmslow Cheshire SK9 1PU</p> <p>Tel: 01625 374753 Email : debbie.kirkup@cheshireeast.gov.uk</p> <p>LSCB Administrator: Debbie Kirkup debbie.kirkup@cheshireeast.gov.uk</p>	<p>John Stephens Director of Children and Young People's Services</p> <p>The Emberton Room County Hall Castle Drive Chester CH1 1SF</p> <p>Tel: 01244 973232 Email : john.stephens@cheshirewestandchester.gov.uk</p> <p>PA: Penny Jeffery penny.jeffery@cheshirewestandchester.gov.uk</p>
<p>Alex Leith Assistant Director</p> <p>NSPCC Hargreaves Centre 112 Great Homer Street Liverpool L5 3LQ</p> <p>Tel: 0844 892 0264 Email : aleith@nspcc.org.uk</p> <p>PA: Sally McEvoy SMCEVOY@NSPCC.org.uk</p>	<p>Detective Chief Inspector Paul Moore</p> <p>Cheshire Constabulary Cheshire Police HQ Clemonds Hey Oakmere Road Winsford Cheshire</p> <p>Tel: 01244 612108 Email : paul.moore@cheshire.pnn.police.uk</p>
<p>Fiona Field Director of Governance & Strategy</p> <p>Central & Eastern Cheshire PCT Central & Eastern Cheshire PCT Universal House ERF Way (off Pochin Way) MIDDLEWICH Cheshire CW10 0QJ</p> <p>Tel: 01606 275434 Email : Fiona.Field@cecpct.nhs.uk</p> <p>PA: Hazel Marsh hazel.marsh@cecpct.nhs.uk</p>	<p>John Davidson Assistant Chief Officer</p> <p>Cheshire Probation Cheshire Area Headquarters Beech House Park West Sealand Road Chester CH1 4RJ</p> <p>Tel: 01244 394500 Email: johndavidson@cheshire.probation.gsi.gov.uk</p>

<p>Steve Hoy Chief Executive</p> <p>Connexions Cheshire & Warrington No 2 The Stables Gadbrook Park Northwich Cheshire CW9 7RJ</p> <p>Tel: 01606 305200 Email : steve.hoy@connexions-cw.co.uk</p> <p>PA: Liz Crossley liz.crossley@connexions-cw.co.uk</p>	<p>Cathy Maddaford Director of Patient Safety & Governance</p> <p>West Cheshire PCT 1829 Building Countess of Chester Health Park Liverpool Road Chester CH2 1HJ</p> <p>Tel: 01244 389294 Email: cathy.maddaford@wcheshirepct.nhs.uk</p> <p>PA: Laura Wentworth Laura.Wentworth@wcheshirepct.nhs.uk</p>
<p>Penny Sharland Head of Service</p> <p>Cheshire Youth Offending Team No 2 The Stables Gadbrook Park Northwich Cheshire CW9 7RJ</p> <p>Tel: 01606 305241 Email : penny.sharland@cheshire.gov.uk</p> <p>Secretary: Sharon Lawler sharon.lawler@cheshire.gov.uk</p>	<p>Andy Styring Acting Director of Operations</p> <p>Cheshire & Wirral Partnership NHS Foundation Trust Trust Board Office, Upton Lea Countess of Chester Health Park Liverpool Road Chester CH2 1BQ</p> <p>Tel: 01244 364349 Email: Andy.Styring@cwpc.nhs.uk</p> <p>PA: Liz Procter Liz.Procter@cwpc.nhs.uk</p>
<p>Avril Devaney Director of Nursing, Therapies and Patient Partnership</p> <p>Cheshire & Wirral Partnership NHS Foundation Trust Trust Board Office, Upton Lea Countess of Chester Health Park Liverpool Road Chester CH2 1BQ</p> <p>Tel: 01244 364349 Email: Avril.devaney@cwpc.nhs.net</p> <p>PA: Sue Brown sue.brown@cwpc.nhs.uk</p>	<p>Superintendent Sarah Boycott</p> <p>Cheshire Constabulary Blacon Police Station Blacon Avenue Blacon Chester CH1 5BD</p> <p>Tel: 01244 613110 Email: Sarah.Boycott@cheshire.pnn.police.uk</p>
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