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Review of the Children's Trust Board Terms of Reference

1.0 Background

Following the decision at the Board meeting on 16th May 2016 this report proposes revised Terms of Reference for Wirral Children's Trust Board.

The proposed changes to the Terms of Reference, role and function of the Board include:

- A change of name to Wirral Children's Trust;
- Clarification of Wirral Children's Trust as a multiagency network of key leaders who will work together to ensure that the development and implementation of services for children, young people and families across Wirral leads to measurable improvements in outcomes;
- A greater emphasis on the Trust's transparent and highly visible role to scrutinise, challenge and hold partners to account for the pace of change, and the measurable impact of joint commissioning arrangements;
- An emphasis on Wirral Children's Trust's role to act as a champion for the voice of children, young people and families, and as critical friend on their behalf.

2.0 Introduction

The Wirral Plan 2020 sets out 20 pledges which the council and its partners will work together to achieve by 2020 focusing on three key themes:

- Protecting the most vulnerable
- Driving economic growth
- Improving the local environment.

The Children Young and Families and Improving Life Chances Strategies, agreed in April 2016, aims to deliver four of these pledges:

- Children are ready for school
- Young people are ready for work and adulthood
- Vulnerable children reach their full potential
- Reduce child poverty

3.0 Joint Commissioning

The Children's Joint Commissioning Group (CJCG) was established in April 2015 to oversee joint commissioning across partners, with oversight from the Children's

Trust Board. The Terms of Reference for the CJCG were reviewed in April 2016 to provide a sharper focus on the effective implementation of the joint commissioning required to achieve the ambitions set out in the Children, Young People and Families (CYPF) Strategy. The CJCG will oversee and monitor the delivery of Children's Joint Strategic Commissioning Framework and the associated action plans to translate ambition into action, providing leadership and where necessary challenge to partners across Wirral to secure measurable and sustained improvements in outcomes.

The recent Ofsted inspection of services for children in Wirral noted that:

Strategic plans to develop joint commissioned services are at an advanced stage, but joint commissioning across the spectrum of children's services is not yet apparent, indicating slow progress by the local authority and clinical commissioning group.

These proposals for revised and refreshed terms of reference for the Children's Trust Board will contribute directly to addressing this inspection finding, ensuring that joint commissioning arrangements are now taken forward at pace, with the full commitment of partners, and that these actions make a measurable difference to the lives of children, young people and families across Wirral.

4.0 Challenge and Scrutiny

From April 2016 the Children Young People and Families Strategy 2016 – 2020 supersedes the Wirral Children and Young People's Plan (CYPP). The revised Terms of Reference continue to emphasise a key role for the Wirral Children's Trust to scrutinise and challenge the progress and impact of partners' actions to achieve measurable and sustained improvements in outcomes. The Trust will take a 'deep dive' approach, reviewing and scrutinising in detail an area or theme central to the delivery of the CYPF Strategy. The Children's Trust Board received performance reports on the CYPP at each meeting, and it is proposed that these 'deep dives' will be supported by detailed and relevant performance reports and analyses. This will enable the Children's Trust to continue to hold partners to account in a transparent and highly visible forum. The Children's Trust will play an important role in ensuring partners step up and maintain the pace of change to achieve the shared goals set out in the CYPF Strategy.

As the Children's Trust's role develops it is likely to have an increasing interest in areas of work beyond services for children, young people and families. Decisions on the built environment in the borough or economic development, for example, have the potential to impact on the lives and well-being of Wirral families. The Children's Trust will have a mandate to challenge and scrutinise all areas of the Council's work with its partners to truly act as a champion for children, young people and families.

5.0 Governance

At the Children's Trust Board meeting in May 2016 it was agreed that the protocol between the Wirral Joint Commissioning Group, the Children's Joint Commissioning Group, the Wirral Safeguarding Children Board and the Health and Well-Being Board be brought forward alongside the revised Terms of Reference. However, the recently-published report of the Ofsted inspection of services for children and the WSCB now needs to inform the development of these revised protocols. Work on this commenced in advance of the publication of the inspection reports on 20th September but is not yet complete. It is proposed that these are brought to the Children's Trust meeting in February 2017 for discussion and ratification.

6.0 Cycle and focus for meetings

The annual cycle of meetings are proposed as follows:

| | |
|--------------------------|--------------------------|
| End of September/October | Themed deep dive |
| January/February | Themed deep dive |
| June | Annual stakeholder event |

The focus for the themed deep dives will be agreed with the Chair of the Children's Trust supported by a small planning group who will meet bi-monthly to review and agree the agenda.

7.0 Recommendations

- That the Children's Trust Board approve and adopt the revised Terms of reference, including a change of name to Wirral Children's Trust;
- That a small planning group is established, meeting bi-monthly, to agree the Children's Trust workplan and deep dive focus;
- That following further work on the protocol between the Children's Trust, the Wirral Safeguarding Children's Board and the Health and Well-Being Board these be presented to the next Wirral Children's Trust meeting for adoption.

8.0 Appendices

Appendix 1

Draft Wirral Children's Trust Terms of Reference

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WIRRAL CHILDREN'S TRUST

TERMS OF REFERENCE

DRAFT

Background

Section 10 of the Children Act 2004 sets out the duty for local authorities and partners to co-operate to improve children and young people's well-being. The withdrawal of statutory guidance means that local authorities have the flexibility to ensure that the Children's Trust sits securely within the local Health and Well Being Board and Strategic Partnership arrangements. In Wirral, these arrangements oversee and drive the delivery of the Wirral Plan 2020.

Wirral's Strategy for Children, Young People and Families aims to deliver three of the Wirral Plan Pledges:

- Children are ready for school
- Young people are ready for work and adulthood
- Vulnerable children reach their potential

The Children, Young People and Families Strategy commits all partners to a shared set of outcomes for children and young people, to maximise the joint use of budgets, people, buildings and any other resources to achieve these common goals.

Role and Purpose

Wirral Children's Trust is a multiagency network of key leaders who will work together to ensure that the development and implementation of services for children, young people and families across Wirral leads to measurable improvement in outcomes.

Wirral Children's Trust will:

- Be outcomes-focused
- Provide support and challenge to ensure safe, stable and sustainable change that leads to measurable improvements
- Focus on narrowing the gaps in well-being, health and educational attainment

Through partnership working Wirral Children's Trust will:

- Act as a champion for the voice of children, young people and families, and as critical friend on their behalf to ensure value for money at a time of competing priorities;

- Scrutinise and challenge the progress and impact of partners' actions set out in the Children's Joint Strategic Commissioning Framework through taking a 'deep dive' approach to themed topics or areas;
- Inform and influence the joint commissioning intentions of Wirral Council and its partners in health and the police, holding them to account for the impact of these on outcomes for children, young people and families;
- Identify opportunities for joint working to reduce health, educational and life inequalities and intervene earlier to prevent problems escalating;
- Identify and challenge duplication or the ineffective use of resources to ensure maximum impact for the public pound across Wirral;
- Ensure the engagement of the voluntary, community and faith sector in improving outcomes for children, young people and their families;
- Provide opportunities for meaningful dialogue between commissioners and providers of services in Wirral, to inform service development through sharing best practice and to stimulate the local market;
- Lead 2 'deep dives' and an annual event to address key issues, bringing a solution-focused, problem-solving approach where there is a need to improve outcomes for children, young people and families and share best practice;

Membership

The core members of the Children's Trust will be supplemented by other relevant members as appropriate. Members sit on the Children's Trust because of their specialist knowledge, expertise and skills. Members will be expected to engage service users and key partners within their own organisation or sector to achieve the purpose of Wirral Children's Trust

| | |
|------------|--------------------------------------|
| Chair | Lead Member for Children's Services. |
| Vice Chair | CEO, Community Action Wirral |

Elected members from across the Council
 Director of Children's Services
 Assistant Director, Early Help and Prevention
 Head of Children's Services
 Borough Commander
 Children's Commissioning Lead, Wirral CCG
 Health providers – Head of Service level from each provider organisation/sector
 Consultant headteachers primary, secondary
 6th Form College Principal
 FE College Principle
 GP representative
 Children's Centre representative

Job Centre Plus senior manager
Community Action Wirral Development Officer, Children & Young Person Lead

Meeting frequency and administration

The Wirral Children's Trust will meet three times a year, holding two 'deep dives' and one annual event to which a wide range of multi-agency partners and providers and users of services will be invited.

A small planning group convened by the Chair of the Trust will meet bi-monthly to review and agree the outline agenda for meetings.

Minutes, agenda and supporting papers will be published on the Council's website at least one week before the scheduled meetings, and will be agreed by the chair.

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**Creating Locality-Based Hubs for Early
Help and Prevention
From Ambition to Action
14th September 2016**

**Principles, Priorities and
Outcomes**

Julia Hassall

Director of Children's Services

Communication

We need to:

- Share the same vision and ‘walk the talk’
 - Use information in a timely and appropriate manner (formal and informal networks – share intelligence, successes and pressure points)
 - Have an understanding of the full picture – all the facts, before we react or respond. We sometimes get given half the story...!
- Establish relationships with colleagues (partners) that demonstrate integrity, honesty and trust – have courageous conversations when needed
- We need to meet regularly to talk about our top 20 high risk cases/challenges or worry lists (what keeps us awake at night).
 - Pick the phone up and talk to each other more
 - Ask ourselves regularly how we can add value to each others agendas

Guiding principles

- We need to work beyond the 'crisis' points, plan ahead to anticipate and get ahead of potential crisis.
- Working Together has to guide all of our child protection work – it isn't optional
- Recognise that in giving up power sometimes we gain power..!
- Create more time to 'Stop, Think, Plan' together .
- Stand in the child/young person's shoes – understand what has happened to them and their daily lived experiences
- Avoid "passing the buck".
- Constantly ask ourselves "would this be good enough for my child?"
- Keep our children close (in Wirral) so we can "wrap services/support around them".
- Prevention is better than cure

Next Steps

- Schools' task and finish group to look at the detail and make recommendations for change
- Children's Joint Commissioning Group to ensure commissioned services are needs-led and enable change: form follows function
- Regular Director's meetings with the VCF sector
- Work directly with primary care such as GPs, pharmacies
- Test the approach through the improving life chances pilots
- Monthly senior leadership meetings across partners to maintain the momentum of change