

# WIRRAL CHILDREN'S TRUST BOARD 18<sup>TH</sup> MARCH 2014

## REVIEW OF WIRRAL CHILDREN'S TRUST STRUCTURE AND OPERATION

### 1.0 Background

Wirral Children's Trust (CT) operation and structure is reviewed annually. All organisations contribute to the review through the board annual review of the Memorandum of Understanding. All agencies engagement and ownership is critical to the success of the CT. The structure and operation of subgroups is reviewed annually linked to the review of the Children and Young People's Plan.

Due to the impact of significant changes in the Public Sector the CT Board and CT Executive have requested a review of the structure and associated operation of the CT. This report outlines the review carried out by the CT Executive and the proposals regarding CT structure and operation.

### 2.0 Introduction

The structure of CT sub-groups was amended during the development of the new Children and Young People's Plan 2013-16 to reflect significant changes in partnership organisations. The published structure of the CT is shown in Figure 1. The new plan reflects that as change in the public sector continues CT will need to continue to evolve including constant review of the structure of sub-groups to ensure that they remain fit for purpose and that key priorities are delivered.

Key Drivers for the Review:

- Major changes in the structure and function of public sector organisations.
- Reduction in funding.
- Fewer people in organisations.
- Issues regarding group attendance.
- Ensuring delivery of clear priorities.
- Ensuring clarity regarding the purpose and operation of groups.
- Further developing working relationships across partner organisations to drive improvement.
- Ensuring the Children's Trust remains relevant and fit for purpose.

### 3.0 Review Approach

The review has been carried out through the CT Executive. Discussions have been held with key stakeholders through strategy groups and sub-groups regarding future options. Discussions have also been held in relation to enhancing joint working between the Wirral Safeguarding Children Board (WSCB) and the CT. This paper sets out the recommendations regarding a new structure and operation. The proposed new structure is shown in Figure 2.

Figure 1: The structure of CT developed in April 2013 linked to the delivery of the new Children and Young People’s Plan (CYPP).

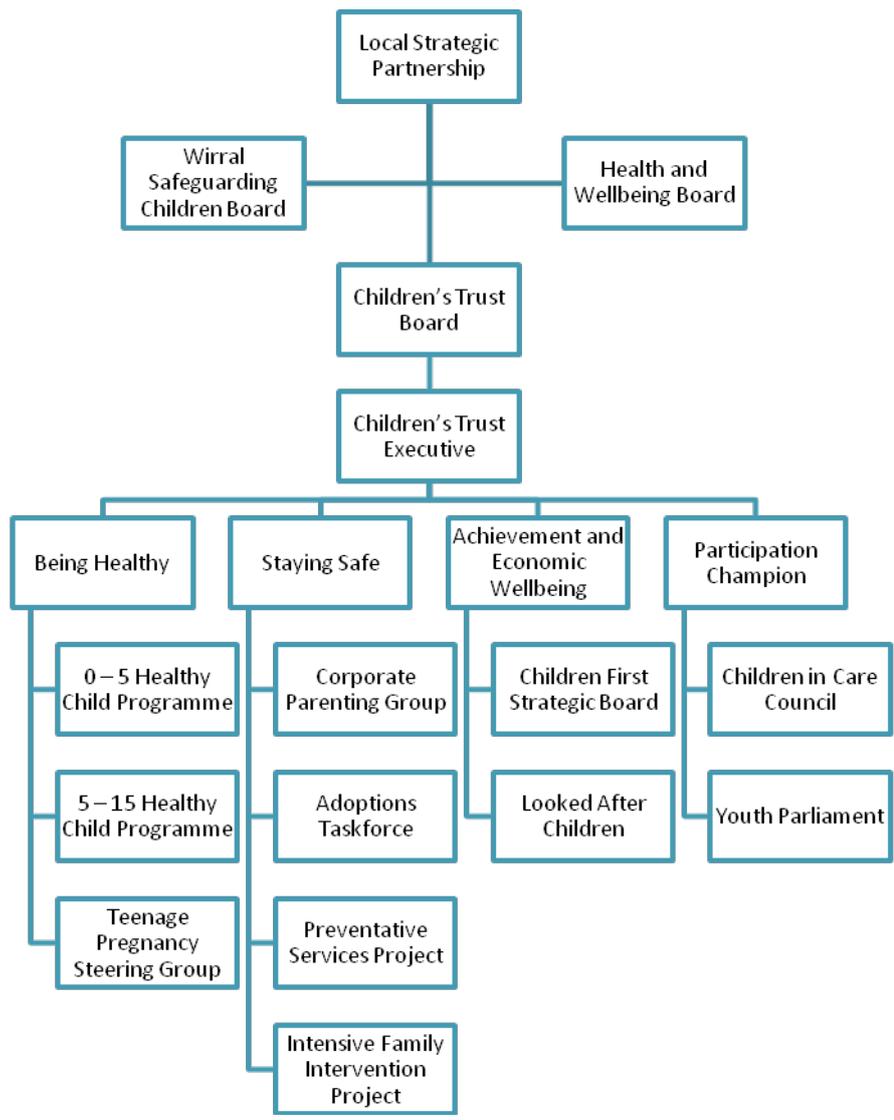
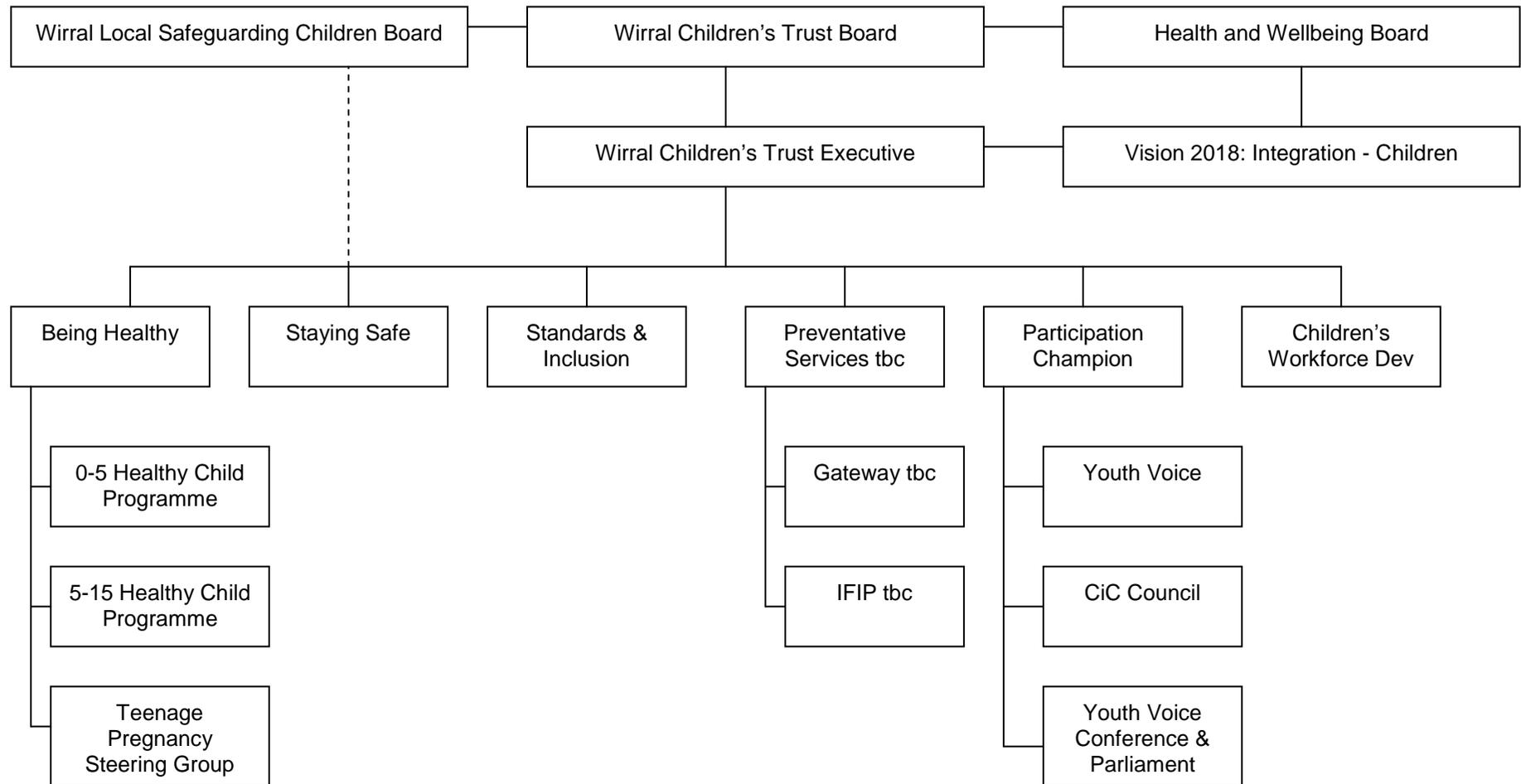


Figure 2: Proposed New Structure



## **4.0 Review Findings**

### **4.1 Being Healthy**

Being Healthy (BH) has been reviewed as operating effectively with priority delivery and good engagement with key partners. Any engagement issues can be addressed by the Strategy Lead Julie Graham and Chair Julie Webster who has direct access to the Board through her membership. The BH Strategy Group meets the requirements stated in the CT Memorandum of Understanding and is refreshing the Terms of Reference for the group.

Meetings have been held to consider the Teenage Pregnancy Steering Group (TPSG). The operation of this group is under review in light of changes within the Council, the Healthy Child Programme (0-19 years) tendering exercise and the Being Healthy Plan. Work is underway to identify the development of a work plan to be taken forward ensuring that the work is fully integrated with the preventative agenda and the Health Child Programme commissioning exercise. A paper will be presented to the Children's Trust by Julie Webster regarding the new approach.

Through direct work with the participation Champion there has been considerable involvement of young people recently to inform the development of the Healthy Child Programme (0-19 years) tendering exercise. Priorities identified by young people will be discussed in relation to current priorities and actions identified in the Being Healthy Plan.

### **4.2 Staying Safe**

The review of the Staying Safe Group has clarified its purpose, function and objectives. A new terms of reference has been agreed, the new Strategy Lead is Emma Taylor. The group is confirmed as the main group to discuss and oversee the promotion and progress of wider safeguarding issues across the partnership. It remains directly accountable to the Children's Trust in relation to development and delivery of priorities published in the Children and Young people's Plan. It is also accountable to the WSCB in terms of the effectiveness in delivering strategic objectives.

The previous subgroups including Preventative Services Project and IFIP will to be moved to oversight from the new Preventative Services Strategy Group. Staying Safe will approve task and finish groups when required to undertake specific pieces of work that come within the context of safeguarding. This means that previous sub-groups are not required.

In light of the new focus of Staying Safe it was agreed that the Corporate Parenting Group should not sit under the Staying Safe Group. It is recommended that there should be one separate Group that focuses on improving outcomes for looked after children and driving improvements across all key areas, for example the education and health outcomes of looked after children. It was proposed that this Group would include the work of the Looked After Children Sub-Group and it would report directly into the Corporate Parenting Board.

### **4.3 Standards and Inclusion**

In April 2013 the Enjoy and Achieve and Social and Economic Wellbeing Groups were merged to create the Achievement and Economic Wellbeing Strategy Group. For this

review the group has been reviewed again and reformed as the Standards and Inclusion Group. The named Strategy Lead is Vivian Stafford and the new chair of the group is Kathryn Podmore which will strengthen links directly to the CT Board. Membership, attendance and the Terms of Reference have been reviewed. The first meeting of the new group has been held with positive feedback.

The Children First Strategic Group has been discontinued in light of the arrangements being proposed in the Preventative Services Area. The work of the Looked After Children (LAC) Sub-Group which previously focused on education of LAC would be moved into the refreshed Corporate Parenting Group.

#### **4.4 Preventative Services**

It is anticipated that a new Preventative Services Strategy Group will be developed. To enable this to progress and confirm partnership commitment and sign up to a preventative approach for children, young people and their families (targeted at those most in need), it is proposed that a stakeholder event will be held in April (date to be confirmed). Following this strategic stakeholder event, locality events to ensure wider collaboration across our neighbourhoods will take place. It is paramount that partnership working is at the heart of the offer and will shape the structure and governance arrangements as well as guide and direct the approach.

The Preventative Services Strategy Group will oversee and amalgamate Intensive Family Intervention Programme (IFIP) governance and the new gateway developments. Additional groups will be set up as required and in the early stages are likely to consider work to baseline the service and evidence outcomes.

#### **4.5 Participation**

The work of the new Participation Champion is developing well. A Participation Framework has been produced to ensure children and young people's voices are integral to the operation of all services. The new Youth Voice Group has been established to:

- Act as an overarching mechanism for young people's engagement/participation.
- To bring together interested young people from other participation groups (such as Children in Care Council or District Youth forums).

Other key engagement forums remain strong e.g. Youth Parliament, CiC Council. Additional joint working between L Davison and F O'Shaughnessy will further strengthen work in this area. The Help Survey provides key information from a significant number of primary and secondary students to supplement the work of formal groups; for this to remain useful schools need remain engaged in delivery.

The engagement work carried out with young people for the Being Healthy Commissioning approach will help define an operational model for young people's formal engagement in the development of CT activities and provides evidence that routes for participation and engagement are available to the CT.

#### **4.6 Workforce Development Group**

The workforce development strategy is in place. Although there was a gap in meetings between Oct 2012 and March 2013 the group is meeting on a regular basis. Despite the meeting gap the strategy has continued to be delivered. At recent meetings progress has been monitored, the strategy has been revised reflecting changing requirements in the children's workforce, and an annual action plan developed. There are some issues to be addressed regarding agency attendance which will be brought to the CT Board. The group is updating the CT Board on progress at the March 2014 Board Meeting.

#### **4.7 Joint Commissioning Group**

In the current landscape with significant changes occurring regarding the Councils commissioning approach the review suggests that this group is discontinued and reviewed in future once further organisational developments are in place.

#### **4.8 Vision 2018: Integration – Children's Workstream**

Vision 2018 has been set up in response to the economic challenge with a focus to ensure quality of care provision and outcomes are maintained and enhanced in the face of potential financial reduction. Locally leaders of health and social care have agreed to work in partnership to develop a health and social care strategy called "Vision 2018". The Vision 2018 Group reports to the Health and Wellbeing Board.

The Integration Workstream will have two key focal areas; the integration of services for adults and the integration of services for children. The workstream is tasked with addressing key changes in organisational alignment and delivery required to offer fully integrated services where this will improve people's experience of services and create a more effective and efficient Health and Social Care services for those that require it.

The children's workstream is in the early stages of development but it is anticipated that the work identified will be aligned with work already in place through the Children's Trust. The Director of Children's Services is the chair of both the Children's Trust Executive and Vision 2018 Children's Integration Workstream. The aim will be to ensure there is no duplication and ensure efficiency of approach for all partners.

#### **4.9 Joint Working with the Wirral Safeguarding Children Board**

Strong formal arrangements are in place through the Memorandum of Understanding protocol to ensure a clear framework and accountability between the two Boards. Safeguarding is reported quarterly to the CT Board to ensure a flow of information and joint workshops are regularly held to enhance opportunities for joint working. Shared membership on the Staying Safe Strategy Group ensures that the work of both organisations is aligned and that safeguarding is at the heart of the work of the CT. Further opportunities are being developed in 2014 including a new shared performance approach. The structure of WSCB is shown in Appendix 1.

#### **4.10 The Children's Trust Executive**

The CT Executive was designed to be the 'engine' of the CT ensuring that priorities are identified and delivered through the CYPP and that the focus is on outcomes for children young people and their families. As part of the governance structure it holds all strategy groups and sub-groups to account.

With public sector organisational changes the membership of the Executive now consists of Council officers with no members from partnership organisations. All partners are represented at sub group level. The Executive has considered the membership and due to the good partnership engagement at subgroup level does not consider that the work of the CT is being impeded. The CT Board are asked to nominate additional partner representatives to join the CT Executive if desired.

#### **5.0 Recommendations:**

- a) That Wirral Children's Trust Board agree the proposed new structure and operation.
- b) That Wirral Children's Trust Board consider if partner representatives should join the CT Executive and nominate representatives if desired.

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Appendix 1: Wirral Safeguarding Children Board structure

