

Children's Trust Management Board Annual Report 2008–09



Contents

1. Foreword and Executive Summary	4
2. Membership of CTMB 2008–2009	5
3. Aims	6
4. How does the Board ‘work’	9
5. How the Board is performing	12
6. Improving local delivery of services	14
7. Challenges and Targets for 2009–10	16

Appendices

1. Terms of reference	17
2. About North Somerset	22
3. The Children’s Trust Management Board’s relationship to other North Somerset Key Stakeholder Committees	23

1. Foreword and Executive Summary

During the last year, significant progress has been made in restructuring services supporting children and young people in North Somerset. This has been achieved without detriment to service quality (the annual inspection confirming that services are amongst the best in the country) and against a backdrop of significant increases in the number of children requiring care or higher levels of support.

Multi-agency integrated services have been established for children in care and those with learning difficulties and/or disabilities. Multi-agency locality based teams for preventative and early intervention services have been confirmed and management structures for these teams will be embedded by the end of 2009.

There is greater co-ordination between planning and commissioning bodies and there is clear evidence of resource allocation being influenced by the priorities of the Board. All agencies supporting children and young people within North Somerset experience low levels of funding from Central Government. Nevertheless, budgets have been restructured to ensure that preventative and early intervention services identified as being at risk by the Board have been placed on a more sound footing.

Access to services has been improved, with an increase in the number of local service delivery points; for example children's centres and improved youth facilities and the establishment of multi-agency teams and single points of access to these teams. However, further work will be required on a multi-agency basis to increase opportunities for 'self service' and reduce the number of unnecessary referral and assessment processes to ensure that resources can be directed to areas of need.

John Visser

Chair – Children's Trust Management Board
Chair of North Somerset Strategic Schools' Forum

Chris Born

Vice Chair – Children's Trust Management Board
Chief Executive – NHS North Somerset

2. Membership of CTMB 2008–2009

Chris Born Chief Executive, North Somerset, Primary Care Trust
(Vice Chair and representative on the North Somerset Partnership)

Colin Diamond Director of Children and Young People's Services,
North Somerset Council

David New Headteacher, Nailsea Secondary School

Diane McAdam Assistant Chief Officer, Avon and Somerset
Probation Service

Graham Turner Chief Executive Officer, North Somerset Council

Harry Cadwallader Headteacher, Banwell Primary School

Jeremy Blatchford (Councillor) Lead Member for Children and
Young People, North Somerset Council

John Visser Strategic Schools Forum (Chair)

Kay Wozniak Chief Superintendent, Avon & Somerset Police
Authority

Keith Harrison Chief Executive Connexions West of England

Sally Buddle VANS (Voluntary Action North Somerset – umbrella
group for locally based third sector organisations) Development
Worker

Sonya Chowdhury Assistant Director of Children's Services,
Barnardos South West

Tom Follett Member of National Youth Parliament

Lorene Read Chief Executive, Weston Area Health Trust

Mandy Cox NSF Lead, Strategic Health Authority

Moyra Pascoe Partnership Director, West of England Learning and
Skills Council

Steve Tanner Chair of Youth Offending Team Management Board,
Assistant Director (Children and Families), Children and Young
People's Services, North Somerset Council

3. Aims

The Board has agreed a vision for children and young people. We want to ensure that:

North Somerset's children and young people are happy, healthy and safe and achieve their full potential, regardless of where they live. This is the keystone to their future personal success and the contribution they make to their communities.

Our work is focussed on a set of five outcome areas derived from the Every Child Matters agenda. They are:

- Being Healthy
- Staying Safe
- Enjoying and Achieving
- Making a Positive Contribution
- Achieving Economic Well Being

These are more than a 'strap line'; the Board is committed to organising services to meet the needs of children and young people across this agenda. The principles behind them and our priority areas were set out in the 2006–09 Single Plan for Children and Young People. The Single Plan identified a number of developmental areas. The construct of the Plan fundamentally reflected needs analysis and the views of children, young people and their families.



This plan was reviewed early in 2008 and the following priorities were identified:

Tiers/Levels of Need		Age Range in Years			
		0-4	5-11	11-16	16-19
4					
3		G R O U P	G R O U P	G R O U P	
2					
1		1	2	3	

Group 1

Main priority area related to tiers/levels 1 and 2 in relation to the 0-4 age range. Particular focus on families living in chaotic conditions and the development of parenting skills. Geographic focus on areas of Weston-super-Mare.

Group 2

Main priority area related to tiers/levels 1 and 2 in relation to the 5-12 age range. Particular focus on supporting families and parenting and the development of positive activities for young people to prevent them becoming disaffected in later life (and, as a consequence, becoming part of Not in Education Employment or Training statistics, etc). Effective transition between school settings was also a key factor.

Group 3

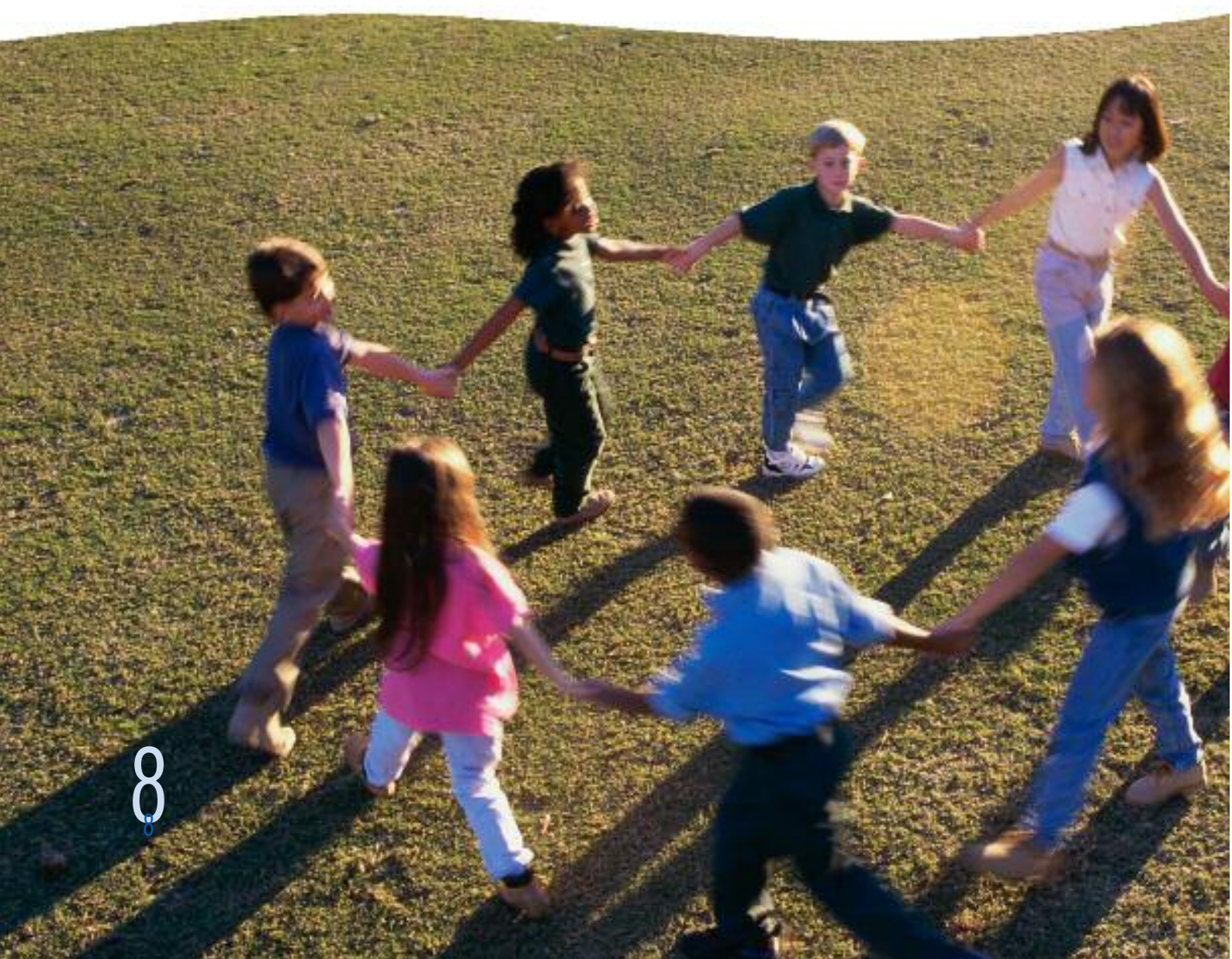
Main priority area related to tiers/levels 1 and 2 in relation to the 11-16 age range to prevent earlier good work unravelling in the teenage years. Particular focus on developing positive activities for teenagers to avoid anti-social behaviour, teenage pregnancies, etc. Probable geographic focus on areas of Weston-super-Mare.

Key issues arising

Development of services at tiers/levels 1 and 2 to prevent problems further 'downstream'.

How a strategy aimed at tiers/levels 1 and 2 might also meet the needs of children at tiers/levels 3 and 4.

The chart indicates that the Board chose to focus upon universal services associated with tiers one and two of provision. These indicative key priority areas were identified to ensure that activity was focussed and that they provided Trust Board members both with a framework for future thinking and a means of assessing impact in a more systematic way. Progress in relation to each of these priority areas is included in the main assessment section under outcome areas. The Board also recognised that a wider range of development areas that will continue to be addressed.



4. How does the Board 'work'

The Board is made up of Chief Executive Officers/Chief Officers of the main statutory agencies supporting children and young people in North Somerset. Large provider organisations are also represented, as are the voluntary and community sector and young people (through a youth parliament representative). Membership is set out in section two above.

One of the areas for development identified by the Board is to improve the input of young people to the Board's work and, as a consequence, Barnardos has been commissioned to develop and maintain an appropriate participation and reporting structure. The Board does not have executive decision making powers, but seeks to co-ordinate priorities and infrastructure development across agencies.

The Board has now established links with the North Somerset Partnership (the local strategic partnership). The Vice Chair of the Board is the formal representative on the North Somerset Partnership. The Board is one of four delivery partnerships that report to the North Somerset Partnership.

A Partnership Executive Group (PEG) has recently been formed as the main vehicle for co-ordinating the implementation of the Trust Board priorities. It is comprised of senior officers from the Council, NHS North Somerset, Weston Area Health Trust and Connexions as the main commissioning bodies and representatives of provider organisations supporting integrated working arrangements. Delivery arrangements supporting the work of PEG are currently in the process of being reorganised. PEG is supported by an Integrated Service Leaders Group comprised of the senior service managers from the key agencies.

The Board's early discussions were dominated in clarifying Terms of Reference, decision making powers and what 'Trust' meant. The agreed Terms of Reference are attached at Appendix 1. There was a strong commitment from senior leaders within partner agencies to work collaboratively from the outset. This was aided by the area being served on a coterminous basis by a unitary council, Primary Care Trust and Police Divisional Command. This provided an opportunity for early agreement on the use of resources.

Two early decisions arose from these early meetings:

1. The need for the Board, the Local Safeguarding Children's Board and Strategic Schools' Forum to work in an integrated way to ensure planning and the deployment of resources was co-ordinated.

2. The need for strong independent chairing arrangements to facilitate constructive challenge.

As a consequence of the above, an independent Chair role was created. This role has been filled by Dr. John Visser, from the University of Birmingham. Dr. Visser has been Chair of the North Somerset Strategic Schools Forum (SSF) for a number of years and was, therefore, well placed to ensure that the vast bulk of the resources available within the North Somerset area were sufficiently targeted to meet priorities identified through the Single Plan process and agreed by the Board.

This was considered vital as analysis of resources undertaken in January 2006 identified a vulnerability both in terms of capacity and an over reliance upon time limited funding sources for a number of preventative services. Establishing the direct link between the Trust Board and the SSF (and the Local Safeguarding Children's Board through regular reporting arrangements) enabled structured discussions regarding use of resources linked to priorities and recognised the role of the Forum as one of the main commissioning bodies within North Somerset.

The priorities identified by the Board (see section three) were premised on the desire to develop preventative services for the 0-16 age range focussing on:

1. Ensuring emotionally resilient young people
2. Providing more positive activities for young people with a geographical focus on South Weston.

In line with these priorities SSF in establishing the three year Individual Schools Budget for 2008–11 allocated in excess of £10m of resource. In particular:

1. Implementation of a deprivation review to channel approximately £4.5m to areas of South Weston.
2. Additional funding to enable secondary schools to provide counselling support.
3. Earmarked funding to support the implementation of CAF arrangements and to allow school based staff to actively engage in these arrangements.

4. £600k to enable young people with high level learning difficulties and disabilities to access extended school activities as part of an enhanced respite care package.

Both the Council and the Schools Forum are passionate about preserving the principles of Local Management of Schools. However, in allocating these resources, the Schools Forum has set clear expectations about how this funding might be used to improve outcomes for young people and has established monitoring arrangements with a regular reporting cycle to the Forum. Impact evaluation criteria are in the process of being developed. Outcomes will be reported to CTMB as they become available in 2009–10.

5. How the Board is performing

The main formal mechanisms for evaluating performance of children's services up to 2008–09 were the Annual Performance Assessment of Children's Services (principally focused on Council services but also including partnership working with all statutory and voluntary agencies) and the Annual Health Check of North Somerset PCT (which covers adults as well as children). Although these are judgements of individual organisations, both inspections/assessment processes also address partnership working and many of the performance outcomes against which individual organisations are judged are, in practice, shared objectives.



The 2008 Annual Performance Assessment (APA) outcomes were published in January 2009. The assessment is undertaken by Ofsted and is standardised across the country. It draws upon a range of performance indicators and other inspection outcomes e.g. inspections of schools and early years providers. The judgement areas and grades are set out below. The 2007–08 grades are in brackets

Being Healthy	Outstanding (good)
Staying Safe	Good (good)
Enjoying & Achieving	Good (good)
Making a Positive Contribution	Outstanding (good)
Achieving Economic Well Being	Outstanding (good)
Leadership and Capacity to Improve	Outstanding (good)

The overall judgement given to the Authority is 'Good', despite the number of outstanding judgement areas that contribute to the overall judgement. Nevertheless, the ratings rank North Somerset as the highest performing Children's Services in the South West and one of the highest performing in the country. However, the council and partner organisations have seen significant increases in child protection referrals and the number of Looked After Children during the last year e.g. there has been a 30% increase in the number of children in care. This has presented very real challenges and has impacted upon the pace of change and implementation of some developmental priorities.

The annual health check performance rating of the PCT consists of two elements:

- Quality of services
- Use of resources

The quality of services rating is based on an assessment of the core standards and the existing and new national targets, whereas the use of resources is assessed by the Auditor's Local Evaluation (now called Use of Resources) carried out by the Audit Commission.

Results for 2008–09 are still awaited but are forecast to be "Good" for quality and "Good" for Use of Resources.

Many of the outcome measures for which the Board and individual partner organisations are responsible are reflected in the external inspection and assessment arrangements set out above. Two measures which are not, but are particularly relevant to the priorities of the Board are as follows:

- As part of the national indicator set, the emotional health and well being of young people is formally measured through the annual Tellus survey of young people. The results for 2008–09 suggest that young people in the North Somerset area are amongst the most emotionally resilient in the country, with North Somerset ranking in the top quartile nationally. The challenge for the Board will be to improve upon this high baseline position.
- As part of the independent Place survey that is conducted every two years, there has been a very significant improvement in the perception of North Somerset residents in relation to the range of positive activities available for young people. A number of partner organisations within the CTMB have been included in establishing new provision and activities to support young people.

These positive ratings reflect a range of high quality partnership work which has been delivered over the past year.

Further examples of progress made include:

- The Healthy Child Programme is being successfully delivered through partnership working in a range of settings including GP surgeries and children’s centres. In recognition of the significant health benefits of breastfeeding there has been a focus on supporting mothers to initiate and sustain breastfeeding.
- The launch and development of the Substance Advice Service, a multi-agency team of professionals based in the Youth Offending Team providing a range of services (from preventative programmes, early intervention and support to care planned treatment). The team has worked with 196 young people – 151 at Tier 2 and 43 at Tier 3 during 2008–09.
- Weighing and measuring of Reception (4–5 year olds) and Year 6 (10–11 year olds) pupils has continued with an uptake of 93% and 88% respectively with 15 % being classified as overweight which is around the average for the South West. A childhood obesity action plan is being implemented by a range of professionals from the local authority, NHS North Somerset and Weston Area Health Trust.
- The Parenting Strategy has created a positive impetus for parenting programmes delivered in partnership between a range of agencies including the voluntary sector.
- The *No Worries* Teenage Health Service continues to provide an excellent, easy to access, confidential service to young people in a wide range of settings including clinics, schools, youth clubs and

colleges. The Specialist Community Public Health Nursing service has run a successful HPV vaccination programme in partnership with schools, to protect young women against cervical cancer with 87% take up among year 8 (12–13 year olds) pupils.

- A successful conference organised by the Healthy Schools Team, with over 100 participants took place last year to celebrate the excellent partnership work which is going on across North Somerset to promote children’s emotional health and well being. This included workshops on transition from primary to secondary schools, engaging vulnerable families, substance use and building emotional resilience.
- The introduction of ‘Smartwater’ across a range of establishments to improve security, reduce theft and aid in the prosecution of offenders.
- A significant increase in the number and range of diploma lines available to young people to enable them to stay in learning. This has regained considerable collaboration across a range of partner organisations and North Somerset is recognised as one of the leading areas in the South West in relation to the offer now available to young people.
- There has been a considerable emphasis placed upon developing the range and accessibility of extended schools provision as part of the CTMB priority of providing more positive activities for young people. Performance is now well above target and North Somerset has been successful in securing significant additional funding (£1.8m over 3 years) to enhance access to cultural activities for young people using, in part, the extended schools infrastructure.

6. Improving local delivery of services

As indicated in section three, the Board set as a priority the need to ensure that universal services at tiers one and two were focussed on being preventative. This reflected both an absence of services bridging the gap between universal and more targeted services and a recognition that a number of those that were in place were subject to time limited grant funding services.

There was a clear commitment from partner agencies to address these gaps in provision in an integrated way. There was also recognition that resolution of employment issues, maintaining professional lines of accountability and formal pooling of budgets were issues that would

take time to resolve and could be challenges to progress. There were also many examples of very effective joint working at practitioner level. As a consequence, it was felt that the greatest gain would come from integrated management arrangements.

These integrated management arrangements were centred around four geographic areas: Weston South, Weston East, Central and North. They are co-terminus with NHS North Somerset locality boundaries and match existing school clusters. Staff from North Somerset Council, NHS North Somerset, Weston Area Health Trust and Connexions West of England were allocated to geographical areas according to needs based criteria. This necessitated the redistribution of resources to reflect accurately levels of need rather than historic allocations. They deliver integrated multi-agency provision via the four Locality Teams whose purpose is to service the children and young people within their areas.

Each Locality Team is managed by a Locality Leader. These posts were the subject of a cross agencies recruitment process with a standardised job description. Employment responsibility for two of the posts is held by North Somerset Council, one by NHS North Somerset and one by Connexions West of England. For operational line management, all four posts report to an Assistant Director post within North Somerset Council. A Management Board representing the main providers meets on a monthly basis as part of a governance arrangement to support integrated working.

Specialist Teams for Looked After Children and a Complex Additional Needs Service have also been established with staff from a range of agencies brought under a single operational line management arrangement.

At the end of 2008–09 three of the four Locality Leader posts had been filled and the two specialist manager posts had both been filled. The fourth Locality Leader post was filled in May 2009. A team of Assistant Locality Leaders has now been put in place. It was created through a re-organisation process following the same model used for the appointment of Locality Leaders.

7. Challenges and Targets for 2009–10

In terms of the operational business of the Board, whilst there has been very significant progress, much of which is reflected in the sections above, there are two areas where further work will be needed during 2009–10:

- Ensuring that there is a switch to early intervention and prevention and a lesser reliance upon specialist services – the recent increase in the number of referrals and children requiring placement support is impacting both upon specialist and preventative services and disabling some of the original expectations of locality/area based services.
- Completion of mapping of assessment and referral pathways and the full introduction of CAF arrangements with the aim of introducing a Single Point of Access (SPA) for all tier 2 and 3 provision

Having regard to the outcomes of the Audit Commission Self-Evaluation Toolkit and the national **context**, including current economic conditions, the work programme for the Board for the year will also need to reflect the following:

- Producing a new Single Plan and Joint Commissioning Strategy that reflect a re-evaluation of priorities based on the views of the local community and the latest data from OfSTED, the Audit Commission, GOSW and DCSF as summarised in the Comprehensive Area Assessment outcomes and the North Somerset Joint Strategic Needs Assessment (JSNA).
- Creating a Performance Management Framework against which performance is monitored, reviewed and evaluated every quarter.
- Confirming pooled and aligned budget arrangements and responsibilities and opportunities for more cost effective delivery of services.
- An increased focus upon young people requiring support from more specialist services within the areas of safeguarding and complex additional needs.

The Board has already agreed to expand its membership to include representatives from Further Education and Job Centre Plus in line with recent statutory guidance.

Appendix 1

Children's Trust Management Board

Standard Operating Procedure & Terms of Reference

Reference: SOP/CTMB/1

Purpose:

"To provide effective inter-agency strategic planning, commissioning, and accountability in order to improve the five "outcomes" for children and young people in North Somerset."

This aim will be fulfilled by:

- Ensuring joint agency agreement and sign up to the Single Plan for Children and Young People and overseeing its implementation and delivery.
- Jointly agreeing the strategic priorities for children's services in North Somerset, whilst recognising that representatives on the Board are accountable to their individual organisations.
- Ensuring those strategic priorities are reflected in joint and single agency commissioning and de-commissioning decisions.
- Agreeing plans to integrate services; pool budgets or other resources.
- Ensuring priorities arising from Inspections (including the Joint Area Review) and the Annual Performance Assessment are addressed.
- Ensuring there is a link between the Single Plan for Children and Young People and other plans in existence across agencies and partnerships.
- Ensuring that an annual review of progress against the five national outcomes is completed and agreeing new actions, with performance measures and targets.
- Fulfilling the role of the delivery arm of the North Somerset Partnership in relation to issues affecting children and young people and their families and providing guidance and feedback to the Partnership.

- Ensuring that the voices of children, young people, and their families are heard and acted on when planning and commissioning services for children and young people.

Accountability

Board Members will report to their own agencies and are accountable to them for their contribution to decisions taken by the Children's Trust Board. The Trust reports to the North Somerset Partnership in relation to the delivery of Community Strategy and LAA priorities. The Executive (Strategy Implementation Group) reports to the Trust Board.

Membership:

Chief Officer, Chief Executive or a Board/Executive member from:
Children's Services Authority (the Chief Executive Officer, the Director of Children and Young People's Services and the Executive Member for Children and Young People's Services)

Police – Divisional Commander

Probation – Chief Probation Officer or Delegate

Chair of the Youth Offending Team Steering Group

Representation from Strategic Health Authority (SHA)

Primary Care Trust (PCT) – Chief Executive or Delegate

Representative of Weston Area Health Trust – Chief Executive or Delegate

Learning and Skills Council (LSC) – Executive or Director

Connexions – Chief Executive or Delegate

Two senior representatives (Headteachers) of schools within the area

Senior representative of local Community/Voluntary Sector

Chair of the Strategic Schools Forum (SSF)

Member of Youth Parliament

Representation of Senior Officers in relation to Community Leisure and Adult Services for topic specific discussions.

The trust may invite anyone to join the group for one or more meetings for a specific purpose.

Chairing Arrangements

The Chair and Vice-Chair of the Board will be appointed from within the Board membership. Appointments will be for not less than a year and will be reviewed annually.

Notice of the appointment of a Chair and Vice-chair will be included in the agenda for the relevant meeting. Nominations for positions must receive a seconder. Appointment will be by way of election by eligible Board members present and voting. The Chief Executive of North Somerset Council (or designated substitute) will take the Chair for the appointment of the Chair and Vice-chair positions and, in the case of a tied vote, will have a casting vote.

Quorum

The Board has no formal executive powers. However, business of the Board will only be deemed to have been properly conducted if no less than a third of the membership is present.

Frequency of Meeting

Quarterly.

Work Programme

An indicative annual work programme will be approved by the Board, which will reflect the priorities agreed by the Board. Specific agenda items will be determined by way of agreement between the Chair of the Board and the Director of Children and Young Peoples Services. An agenda planning meeting between (as a minimum), the Chair and Vice-Chair of the Board and the Director of Children and Young People's Services will take place prior to each Board meeting.

Review Procedure

The Board undertakes to conduct a review of its operation on an annual basis. This review will focus upon the efficiency and effectiveness of the Board and will include assistance from external facilitators if considered appropriate by the Board.

Secretariat

Provided by North Somerset Council.

Resources

The Trust is not responsible for directly managing any resources.

Board Members' Charter

Board members, both as individuals and a collective body undertake to:

- Contribute to the development of work programmes by bringing forward issues that are multi-agency, where collective action will add significant value to the outcomes for children and young people in North Somerset – and use other meeting structures/communication methods for issues that do not fall within this descriptor.
- Wherever possible, provide a written summary of agenda items rather than give an oral report and provide details of agenda items and supporting materials at least a week before the relevant meeting date.
- Read any supporting papers prior to the meeting when the agenda item is to be discussed and seek to address any matters requiring clarification with the report author outside of the meeting.
- Delegate responsibilities to the Executive and project groups and empower such groups (and, where appropriate, individuals) to reach decisions.

Appendix 2

About North Somerset

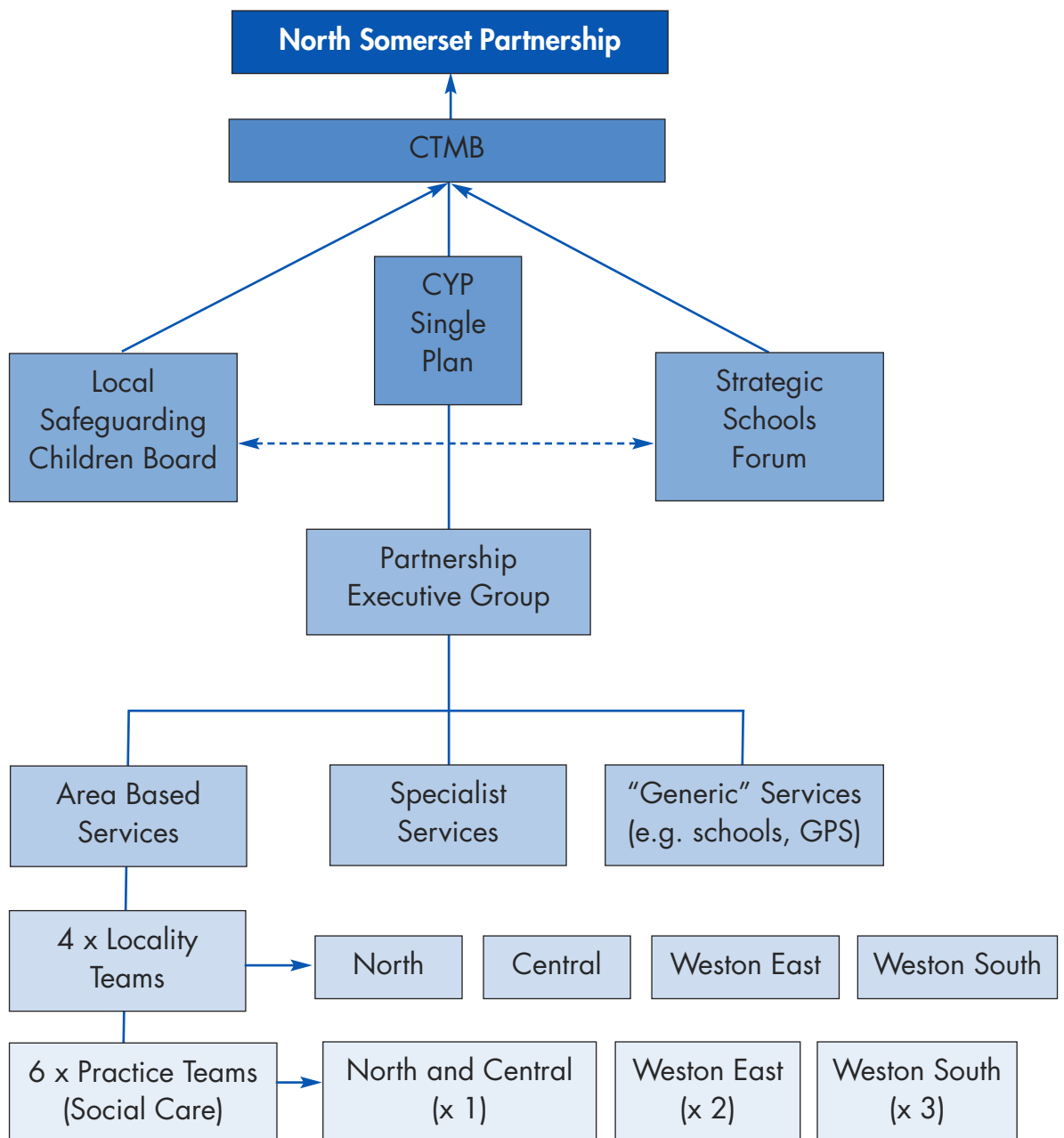
A fuller description of the **Local Context** of North Somerset is contained within the Local Authority's Single Plan for Children and Young People. There are six salient points:

- North Somerset is an **area of contrast**. As well as affluent, rural areas, 5 of its 124 Super Output Areas from the 2001 census are in the bottom 10% nationally, and 2 are in the bottom 4%. The approach to service delivery and the use of resources cannot, therefore, be based upon a 'one size fits all' approach. This is reflected in the co-ordination of activity and combining of resources in relation to areas such as the Weston Excellence Cluster, Behaviour Improvement Programme etc and the focus of North Somerset's Key Corporate Performance Indicators.
- The **demographics are changing**. Unlike many authority areas, the overall population of young people is expected to grow as a consequence of growth in housing. This creates additional demands upon local services. For instance, there are few surplus school places.
- **Outcomes are high, although levels of central government funding are low**. The Authority is in the bottom quartile in terms of funding from central government for all aspects of its provision. This, together with a high and growing proportion of elderly residents, creates significant additional resource pressures for the Council and partner agencies. These spending pressures inevitably have an influence upon the overall budget position of many services supporting children and young people.
- North Somerset benefits from being **served by one unitary authority, a Primary Care Trust and Police Division that are co-terminus** with the local authority boundary. This aids communications and planning and creates opportunities for responsive and bespoke services.
- **Cohort sizes can be small**, particularly in relation to some vulnerable groups. This can sometimes lead to variations in outcomes over time.
- In some cases, the size of cohort groups is small **because of the success of the preventative strategies**. For instance, the success in reducing permanent exclusions and, wherever possible, keeping pupils in mainstream education, means that those receiving EOTAS provision have some of the most complex needs which may make re-integration into mainstream settings more challenging.

Appendix 3

The Children's Trust Management Board's relationship to other North Somerset Key Stakeholder Committees

The North Somerset Children's Trust Management Board was established in late 2006 to improve outcomes for children and young people through the co-ordination of strategic planning of services. The broad structure of the Trust Board, its relationship with other strategic planning and commissioning bodies and operational service delivery are set out in the diagram below.



Council documents can be made available in large print, audio, easy read and other formats. Documents on our website can also be emailed to you as plain text files.

Help is also available for people who require council information in languages other than English.

For more information contact: xxxx xxx xxx or
someone.somewhere@n-somerset.gov.uk