



Working together to reach your goals

Buckinghamshire Children and Young People's Trust Structure Paper

Introduction

This paper sets out the new Children and Young People's Trust arrangements for Buckinghamshire.

The model has been developed by a multi agency sub group of the Children and Young People's Trust Board. It takes into account recent national legislation, guidelines and local developments including the County Council's Locality Strategy.

Further information

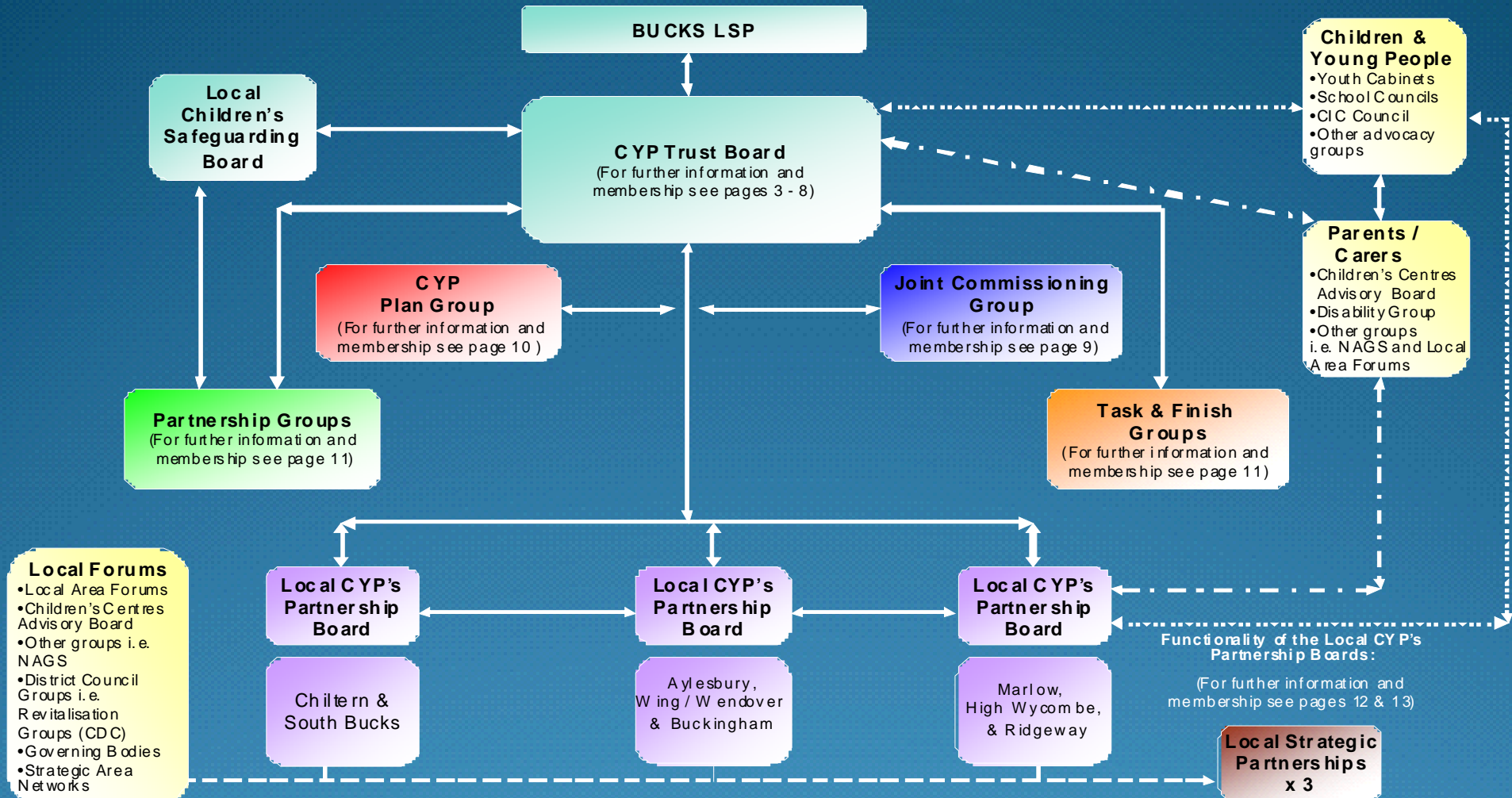
More detailed information on the Trust and its associated work, including the Buckinghamshire Children and Young People's Plan 2009/11 can be found at:

www.buckschildrenstrust.org.uk

If you would like to discuss any aspect of the model please contact cyptrust@buckscc.gov.uk or call 01296 382253.

Model for Buckinghamshire's Children and Young People's Trust.

Buckinghamshire Children and Young People's Trust



Children and Young People's Trust Local Governance Arrangements

Children and Young People's Trust Board

Membership

County Council, District Councils, NHS Buckinghamshire, Police Authority, Probation Service, Youth Offending Service, Strategic Health Authority, Young People's Learning Agency, Connexions, Schools, 6th Form and Further Education (FE) Colleges, Job Centre Plus, Local Children's Safeguarding Board (LCSB), GP representative, Voluntary and Community Sector.

- County Council and Youth Offending Service – Chief Executive, Director of Children's Services, Lead Member for Children and Young People, Cabinet Member Children and Families Social Care.
- NHS Buckinghamshire – Chief Executive and Non-Executive Director.
- District Councils – a Chief Executive representative.
- Thames Valley Police – Buckinghamshire Commander.
- Probation Service - Assistant Director for Milton Keynes and Bucks.
- Strategic Health Authority - TBC
- Young People's Learning Agency - Regional Director.
- Connexions – Chief Executive.
- Special Schools/Pupil Referral Unit Head teacher representative.
- Upper School Head teacher representative.
- Grammar School Head teacher representative.
- Primary School Head teacher representatives x 3 (one from each of the Local Delivery Areas).
- Governing body School representative.
- FE Colleges - Principals x 2.
- Job Centre Plus – Partnerships/Childcare Partnership Manager (MK/ Bucks Area)
- LCSB – Chair.
- GP representative
- Voluntary and Community Sector representative.
- Chairs of the Local Children and Young People's) CYP's Partnership Boards x 3.

Functions

- Undertake strategic planning.
- Set priorities.
- Performance management.
- Driving forward agendas within their own organisation.
- Resolve issues.

Meeting frequency

Bi-monthly.

Chair

Chief Executive, Buckinghamshire County Council (Chris Williams).

Support Officers

Divisional Director, Commissioning and Business Improvement (Chris Munday).
Children and Young People's Trust Development Manager (Ed Mallam).

Accountability

The Trust Board is accountable to the Buckinghamshire Strategic Partnership (BSP). The Board is one of the BSP's thematic partnerships.

When the Apprenticeship, Skills Children and Learning Bill receives Royal Assent the Trust Board will become a statutory body and legal entity but not body corporate. The Trust Board will be responsible for holding partners to account for their agreed delivery of services. Further detail will be provided in the revised Constitution.

The Trust Board sits within a wider framework of different partner organisation's governance arrangements which will need to be complied with and respected.

The Director of Children's Services has the following key roles:

- a) leadership:
 - to promote the importance of improving outcomes for all children and young people, and narrowing the gaps for those in disadvantaged groups, throughout the local authority's services and activities;
 - to encourage all services to contribute to improving outcomes for all children and narrowing gaps within the Children's Trust and other partnerships, such as the Local Strategic Partnership;
 - to work with local head teachers collectively to drive up standards in schools and ensure that they work together and with others to improve children's well-being;
- b) championing children, young people and their families within the local area, in particular through:
 - driving joint working with and between bodies which commission, provide, or have an interest in services affecting local children, young people and families;
 - interacting with and supporting local schools and encouraging them to play their full part as relevant partners of the Children's Trust¹ and to work productively with other services;

¹ This is subject to Parliamentary approval; the Apprenticeships, Skills, Children and Learning Bill is expected to receive Royal Assent in autumn 2009.

- maintaining strategic oversight of the production and publication of the Children and Young People's Plan (CYPP);
 - holding the Children's Trust Board members to account for the implementation of the CYPP including in particular delivery of the relevant targets within the Local Area Agreement (LAA) and the statutory DCSF targets;
 - ensuring that the annual report on the CYPP is published and that appropriate action is taken to revise the plan;
 - ensuring services are available for all children within the local authority area, including those attending all types of early years settings or schools (including independent schools), unaccompanied asylum-seeking children and other vulnerable children and young people;
 - ensuring, in partnership with the Lead Member, that everyone within the local authority and each of their Children's Trust partners is aware of their shared responsibility for improving outcomes for the children looked after by the authority, regardless of where they are placed.
- c) management of the local authority's children's services, with professional responsibility and accountability for their effectiveness, availability and value for money. In particular:
- securing a high quality and appropriately skilled and supported multi-professional children and young people's workforce with adequate resources committed;
 - providing all members of the workforce, including social workers, with strong support, focusing on:
 - improving retention and recruitment;
 - enhancing and maintaining morale;
 - helping staff cope with the emotional stress of their jobs; and
 - delivering good systems for line management, appraisal, supervision, career development and continuous professional development;
- d) safeguarding and promoting the welfare of children, in particular by:
- safeguarding and promoting the safety and welfare of all children, especially looked after children, across all agencies²; and
 - engaging effectively as a member of the Local Safeguarding Children Board;
- e) supporting looked after children, in particular by:

² Guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004 was published in 2007.

- promoting strong corporate parenting;
 - focusing on improving their outcomes, including health and educational attainment;
- f) ensuring there are effective arrangements for school improvement in the area, for instance by:
- performance managing school improvement partners and arranging good quality training for them;
 - setting challenging but achievable targets for schools;
 - ensuring a clear and costed menu of support for school improvement;
 - using powers to address underperformance quickly, including warning notices, structural improvement models, the creation of Interim Executive Boards and other alternative governance arrangements, and, where necessary, school closures.
- g) ensuring effective delivery of the authority's responsibilities for 14-19 commissioning and provision, and all aspects of 16-19 provision³;
- h) promoting early intervention and prevention in delivering services for children, young people and families; and
- i) emphasising and ensuring all plans and strategies reflect the importance of reducing child poverty in the local area.

The Lead Member has the following key roles:

- a) being politically accountable, through leadership of discussions with Cabinet and other members, for the effectiveness, availability and value for money of all local authority children's services;
- b) providing political leadership within, and in partnership beyond, the local authority in order to improve outcomes for all children and young people and narrow the outcomes gap for vulnerable groups of children and young people, by:
- engaging and encouraging local communities and representative organisations to contribute suggestions, comments and ideas on the quality of children's services and how these might be improved;
 - setting the overall vision of the CYPP;

³ Subject to legislation, local authorities will, from 2010, take over responsibility for commissioning provision for 16-19 year olds and learners up to the age of 25 with learning difficulties and/or disabilities. Guidance on commissioning and funding will be issued by the YPLA when it comes into being in April 2010.

- being satisfied that services delivered within the local area are planned, designed, delivered and quality-assured with the involvement of children, young people and their families; and
 - challenging the DCS and others, where appropriate;
- c) championing the interests of children, young people and their families within the local authority's area (including all those receiving services who do not live in the area) by:
- ensuring that the local authority celebrates and showcases examples of children and young people's achievements;
 - purposeful engagement with local schools, including through visits and dialogue with pupils and staff; and
 - political engagement with any elected members on the Local Strategic Partnership/s⁴ or the Children's Trust, with members of the Local Safeguarding Children Board, and with local community organisations;
- d) ensuring that the authority's paid officers maintain a clear focus on effective safeguarding arrangements and promoting the safety and welfare of children across all agencies;
- e) ensuring that officers are effectively monitoring education arrangements, including standards of achievement, in the local area;
- f) championing early intervention and prevention in delivering services for children, young people and families;
- g) exercising political leadership that emphasises the importance of reducing child poverty in the local area;
- h) contributing to and being satisfied that the local authority demonstrates high standards of corporate parenting, in particular by encouraging Members to promote the educational achievement and health and well-being of looked after children and children leaving care; and
- i) being politically accountability for the audit arrangements adopted by the Council for ensuring data on children's services (which may come from a range of sources) is reliable.

The Local Authority has multiple roles in partnerships. The Trust Board acknowledges these roles including the statutory duty to lead the Change for Children Agenda and keep children safe from harm, and the duty to coordinate commissioning and the provision of a range of essential services.

⁴ Many local authorities with children's services responsibilities have relationships with more than one LSP, but for ease the singular of Local Strategic Partnership is used after this reference.

The Trust Board will oversee the relationships between commissioners and those providing children's services, ensuring that they all contribute to implementing the CYPP, maintaining standards and improve children's lives.

In order to ensure the implementation of the CYPP the Trust Board will measure and manage the performance of providers (within the authority, NHS, schools and other external providers, etc) in order to ensure that outcomes for children, families and young people improve. The Trust Board will require the Children and Young People's Partnership Boards to carry out the same role at a local level.

Voluntary and community agencies provide a range of services for children, families and young people. Contracts are expected to comply with the voluntary sector Compact. www.thecompact.org.uk

Joint Commissioning Group (JCG)

Membership

County Council, District Councils, NHS Buckinghamshire, DAAT, Thames Valley Police.

Functions

- The primary commissioning group to plan the delivery of services to children and young people in Buckinghamshire.
- Inform the development of future commissioning arrangements within the Trust area.

Meeting frequency

Monthly.

Accountability

Accountable to the Trust Board.

Chair

Divisional Director, Commissioning and Business Improvement (Chris Munday).

CYP Plan Group

Membership

Director of Children's Services, Buckinghamshire County Council.
Divisional Director, Commissioning and Business Improvement, Buckinghamshire County Council.
Divisional Director, Safeguarding, Buckinghamshire County Council.
Divisional Director, Achievement and Learning, Buckinghamshire County Council.
Public Health Principal, NHS Buckinghamshire.
Senior Officer, District Council representative.
Senior Officer, Thames Valley Police.

Functions

- Responsible for advising the Trust Board as to the strategic agenda via recommendations for the creation and implementation of the CYPP, taking into account national and local policy, local needs analysis and cross cutting issues.

Communication

This will take place as required using a variety of methods including meetings, away days, video and telephone conferencing.

Accountability

Accountable to the Trust Board.

Chair

To be elected by the group once established.

Task and Finish Groups

The work of these groups can be determined at various points within the Trust arrangements e.g. the Trust Board could request a Task and Finish Group to be set up to look at and resolve a particular issue that has been escalated to the Board or to develop a plan or strategy for the implementation of a particular initiative. Task and Finish Groups can also be set up by the Partnership Groups or the Local CYP's Partnership Boards as they identify local issues to be addressed or an idea/service development to progress. This supports a bottom up top down approach to the work of the Trust.

The Task and Finish Groups will bring together the individuals that are able to contribute to and develop the specific work of the group. The group will be time limited and will cease once the task is complete. If further work is required the group might take on a different form and its tasks will be re-stated.

The groups will be given a clear brief and agreed aims and objectives with the group that has identified the need for the Task and Finish Group. Reports/updates will be given at agreed times to the group that has requested the work, in instances where this is a Partnership Group or Local CYP's Partnership Board reports/updates might also need to be given to the Trust Board either directly from the Task and Finish Group or through the Local CYP's Partnership Boards. A Project Lead will need to be identified to pull together the appropriate people and resources.

Partnership Groups

Advocacy, themed or "interest" roles, linked to Partnership through function
e.g. EYDCP; CAMHS: Schools Forum; Heads' groups; 14-19 Strategy Group; SEN Consultative Board, ContactPoint Board, Safer School Partnership, YOS Board, DAAT, Third Sector Group, Transitions Group, Community Health Bucks Steering Group and the Health Funding Group.

Local CYP's Partnership Boards

Membership

Members need to be in a position that allows them to make decisions, allocate resource, develop and direct provision in relation to the service that they represent.

- Children's Centres
- Extended Services.
- Community Health Buckinghamshire.
- CAMHS.
- Educational Psychology Service.
- Educational Welfare.
- Social Care.
- Youth Offending Service.
- Youth Service.
- Special School representative.
- Pupil Referral Unit representative.
- Upper School representative.
- Grammar School representative.
- Primary School representative.
- Governing body School representative.
- College (s).
- Early Intervention and Prevention Team Manager.
- Third Sector representative.
- District Councils.
- Thames Valley Police.
- Connexions.
- Bucks and Milton Keynes Sports Partnership.
- CYP Trust Officer.

Functions

- Overall co-ordination of the area.
- Support delivery of CYP Plan and priorities locally.
- Set local priorities linked to the CYP Plan priorities and performance manage these.
- Service development - oversee integration and support on-going development of the area.
- Implement process and practice as set by the Trust Board e.g. Workforce Strategy.
- Engage parents, carers, children, young people and the wider community in their work.
- Tackle local issues and lead on and contribute to local task and finish groups.
- Establish a relationship with the Local Area Forums.
- Feed back gaps in service to JCG.

- Communication e.g. local area staff forums and feedback to the Trust Board.
- Direct Early Intervention and Prevention Process and support the development of multi-disciplinary Early Intervention and Prevention Teams.
- Top down, bottom up approach i.e. Local CYP's Partnership Boards can suggest and pull together task finish groups and so can the Trust Board the same principle applies to planning the Local CYP's Partnership Boards will feed in their local priorities to the main CYPP as well as being directed by it.

Meeting frequency

Monthly.

Chairs

To elected by the three groups once established.

Accountability

Accountable to the Trust Board.

Report quarterly to the Trust Board to ensure the Board is informed of local issues and developments and that there is a strong relationship between strategic and more localised planning and service delivery arrangements.

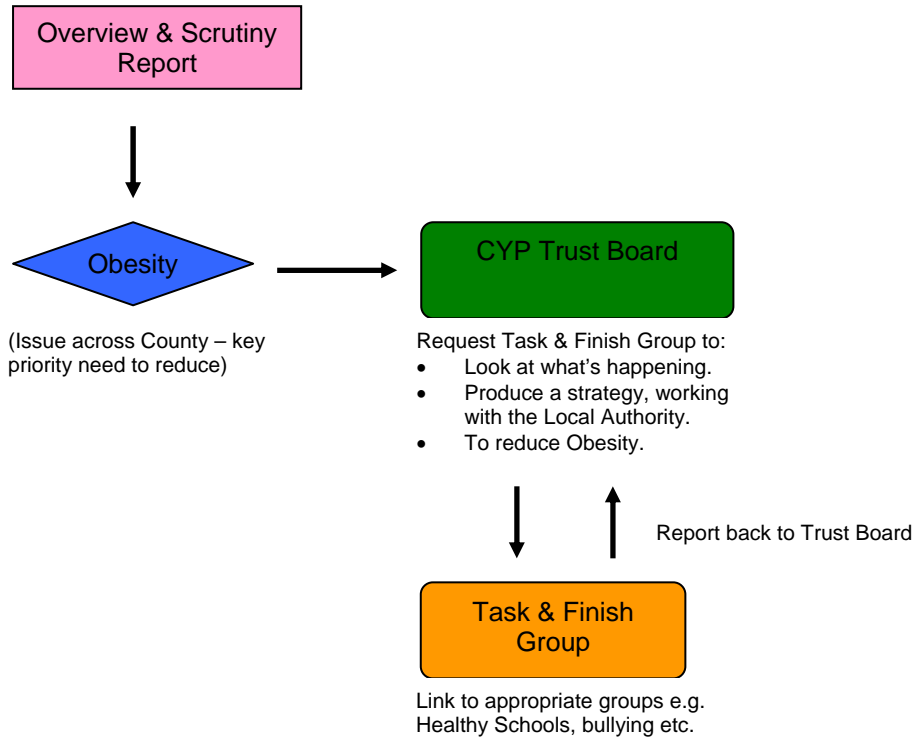
Relationships and Information Sharing

The Local CYP's Partnership Boards will establish strong links and two way feedback mechanisms with local groups for example Revitalisation Groups (CDC), Children's Centres Advisory Board and Local Area Forums to insure integrated needs assessment, consultation, planning and service delivery.

Information will also be shared between the Boards to ensure consistency and joining up of resources, plans and priorities.

Model in Practice

Example 1



Example 2

