

Children's Trust Statutory Board

Report to Statutory Board Meeting

Section 1 – General

Date of CTSB Meeting	2 nd February 2011
Title of Report /Agenda Item	Devon Children's Trust Partnership Business Plan 2011-12
Author	Steven Brown
Presenter	Steven Brown

Section 2 – Report Detail

Report is for:

Info Decision: Endorsement Discussion

Recommendations:

- The Board acknowledges the contents of the report and agree priorities

Summary:

This business plan sets out key objectives of the Children's Trust Board for the next twelve months only. The plan supports and reaffirms the refocused objectives and working definition of the Childrens Trust as agreed at the Childrens Trust event held on 18th May 2010 namely, '*The business of the Children's Trust in Devon is to safeguard and improve the lives of the most vulnerable children and young people. Particular focus will be in achieving a single view of the child and ensuring effective transitions for the vulnerable*'.

The plan sets out the vision and identifies a set of principles for the Board. The plan identifies three priority areas for 2011-12:

Priority Area 1 – Integrated working

Priority Area 2 - Safeguarding

Priority Area 3 - Pre-birth, birth and early parenting

Report :



Devon Children's Trust Partnership Business Plan 2011-12 'Productivity, Impact and Outcomes'

1. Introduction

- 1.1 This business plan sets out key objectives of the Children's Trust for the next twelve months only. The plan supports and reaffirms the refocused objectives and working definition of the Children's Trust as agreed at the Children's Trust event held on 18th May 2010 namely, 'The business of the Children's Trust in Devon is to safeguard and improve the lives of the most vulnerable children and young people. Particular focus will be in achieving a single view of the child and ensuring effective transitions for the vulnerable'.
- 1.2 It maintains a focus on the most vulnerable children and young people in Devon with all partners committed to continue the journey to secure the highest quality services to meet the assessed needs of children and families. The plan acknowledges the requirement to implement very substantial budget reductions in line with the Government's Comprehensive Spending Review and subsequent financial allocations.
- 1.3 Along with financial stringencies there are also major shifts in policy, performance reporting and governance expectations as a result of the Government's stated new priorities. This 12 month business plan is designed to continue the significant partnership delivery of children and young people's services whilst acknowledging the changes heralded as a result of the development of a Health and Wellbeing Board, the ending of Local Area Agreements and associated governance requirements and the emergence of GP Commissioning Consortia and the ending of Primary Care Trusts. It also seems likely that there will be a strengthened role for the Devon Safeguarding Children Board as a result of the national review being undertaken by Professor Eileen Munro. The Trust believes that during such a period of major change its continuation will aid and support the transition to new governance arrangements whilst adding significant value to the work of partners through:
- agreeing the children and young people in Devon who should be prioritised for services
 - facilitating integration of work to support these children
 - enabling effective and rational commissioning and decommissioning decisions between partners
 - championing early intervention and prevention using evidence of effectiveness and impact

2. Vision

2.1 The business of the Children's Trust in Devon is:

'To safeguard and improve the lives of the **most vulnerable** children and young people in Devon'.

2.2 Our determination is that as a partnership

We will achieve the greatest impact and improvement in outcomes and reduce inequalities through:

- focusing our collective efforts on the most vulnerable children
- recognising the consequences of adult behaviors on the lives of children
- improving integrated working and the productivity of children's services

2.3 Effective universal preventative and early intervention services and programmes have a crucial role in identifying and then working to reduce the numbers of 'at risk' children and young people progressing to become the most vulnerable adults of the future. ***It is common sense that intervening early to avert problems escalating has to be the best way of supporting the most vulnerable and thus prevent the lifetime consequences across all partners and to society of more complex and expensive problems arising .***

2.4 The leadership challenge is to deliver strategic and targeted investment in early intervention at a time of constrained and reducing budgets. The business case for investing in targeted prevention needs robust modeling built on the best available evidence of impact and effectiveness, demonstrating the results expected and identifying the incentives for success.

3. Principles

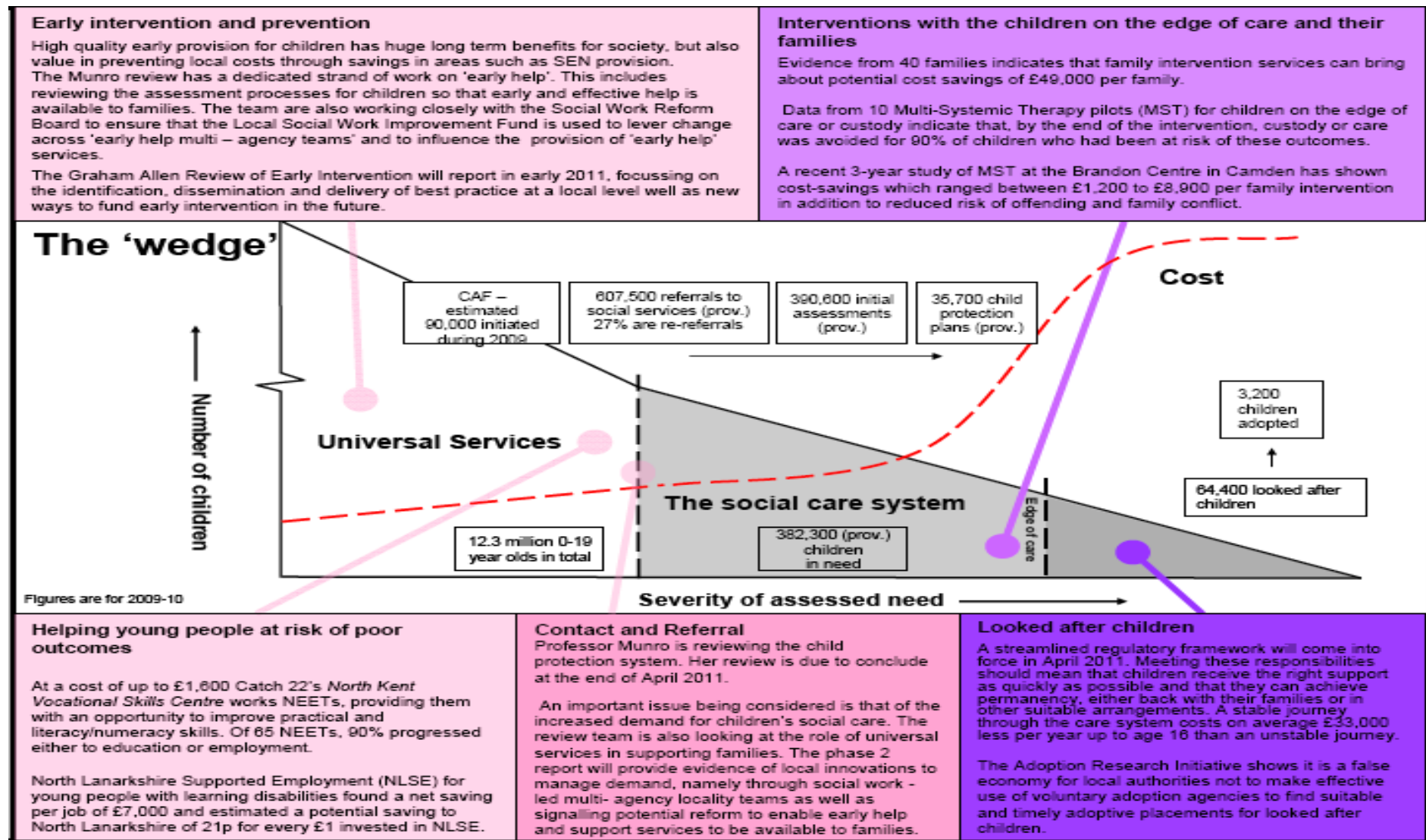
3.1 Maintaining a successful partnership requires good collaborative working. The necessity to maintain effective services for the most vulnerable while reducing costs to release efficiency savings is a key challenge. Increasing productivity will require new ways of working together. During this period of transition it is critical that the Children's Trust Board maintain a clear focus for its activity. The Board will adopt the following key principles of working. The Board will:

- Ensure resources are focused on the most productive programmes of intervention and support that demonstrate measurable impact and achieve required outcomes: **Productivity - Impact - Outcomes**
- Work together to ensure that Devon creates the most effective and efficient commissioning processes for procuring services for the most vulnerable children and young people in Devon
- Scrutinise and challenge partners investment / disinvestment plans to ensure that any service reductions proposed do not impact adversely on other agencies or increase health inequalities by disproportionately affecting the most vulnerable in Devon
- Share risk and mitigate cost and demand 'shunting' across the system

4. Productive and cost effective Children's Services

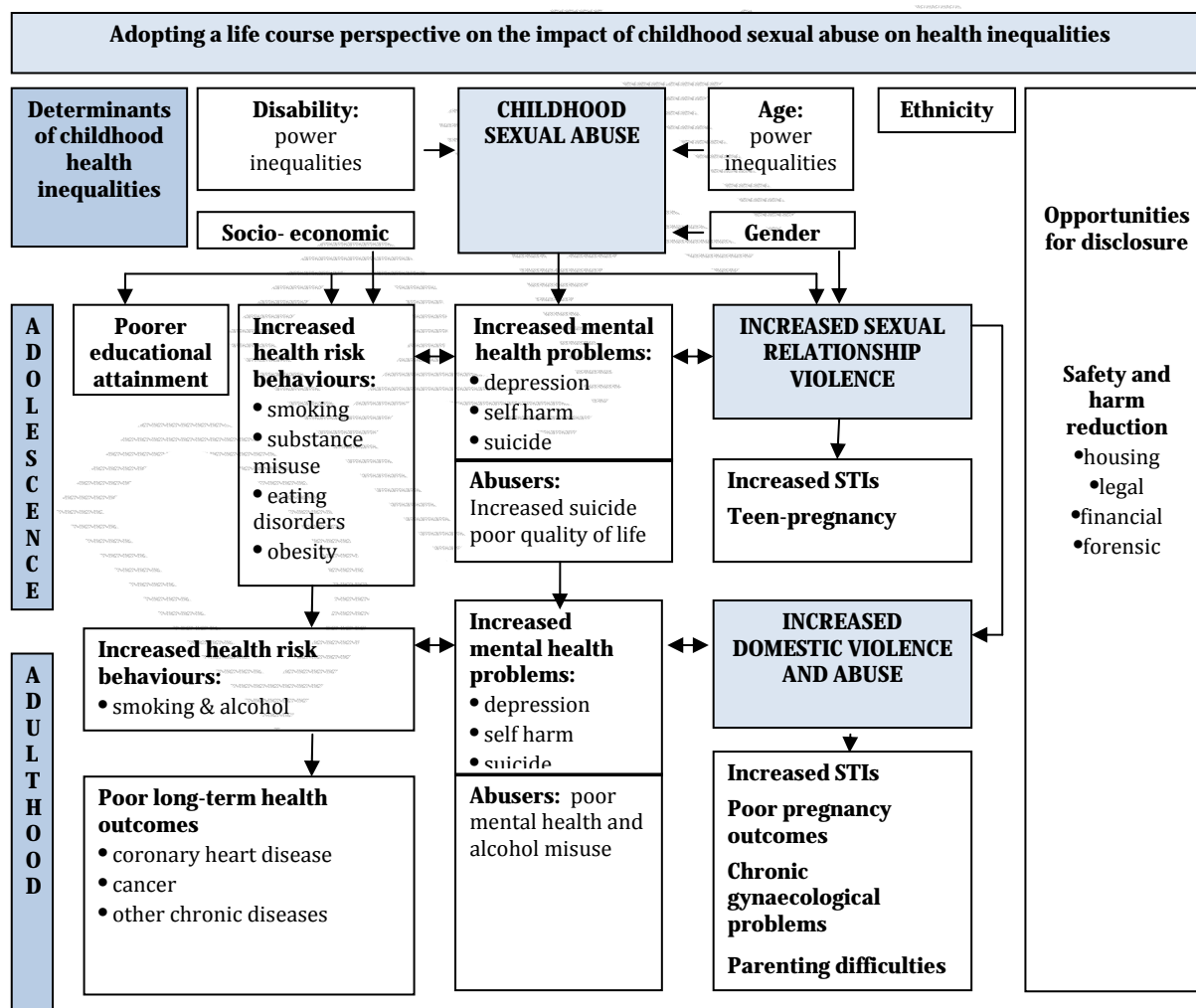
- 4.1 The Spending Review has set both cultural and financial challenges to change what we do and how we do it. As the severity of needs of children increase so do the collective costs of supporting them, as demonstrated by The 'Wedge' (below), a model developed by the Department of Education and Association of Directors of Children's Services (ADCS) to inform choices and decisions about investment priorities.
- 4.2 Effective early intervention and prevention which is evidenced based, makes sense economically and morally. The services that do this are best identified locally and partners in Devon will need to identify the key interventions within a local 'wedge' model.





5. Life Course of Vulnerability

- 5.1 Vulnerability is a changing situation and we recognise that there are traumatic events and transition points that can have a destabilising influence and heighten the risk of increased vulnerability for children and young people. Everyone suffers set backs and significant events during their lives, however vulnerable people are least likely to be able to cope and will be affected the most. It is therefore crucial that we target support services and programmes to those most vulnerable at the key transition points.
- 5.2 Vulnerable children and young people who are not appropriately supported are more likely to become vulnerable adults and potentially vulnerable parents. An approach looking at the life course will enable us to better appreciate the impact of interventions at different stages of the life course and to target investment and support. The diagram below demonstrates, using childhood sexual abuse as an example, the potential devastating life course consequence both short term and long term impact if individuals do not receive the appropriate services and support.



Source: Adapted from Nurse, J *et al.* (2005)¹ and Itzen C (2006)

6. Priority areas for 2011-12

6.1 Utilising the Productive Services Model (The Wedge) with a clear understanding of the Life Course of Vulnerability, the key objectives for the Children’s Trust identified into three priority areas, are:

Priority Area 1 – Integrated working

Objectives
<ul style="list-style-type: none"> • Strategic integration where leaders articulate each others’ priorities, linking actions and resources to achieve productive children’s services and collaborative shared outcomes • Operational integration where practitioners are able to link with ease to other services and agencies to provide integrated support • Embedding timely, quality supervision for all the children’s workforce • Commission integrated working of services to adults whose behaviours create environments of risk for children and young people
Impact
<ul style="list-style-type: none"> • CAF and MASH is used and understood as referral mechanisms, there is no cost shunting, and there is shared risk across the system leading to the best use of available resources • Staff have confidence in the system and its leadership and are empowered to share information and act in the best interests of children and young people • Better environments for children to flourish, who are in the care of adults whose behaviours are a risk to those they care for.

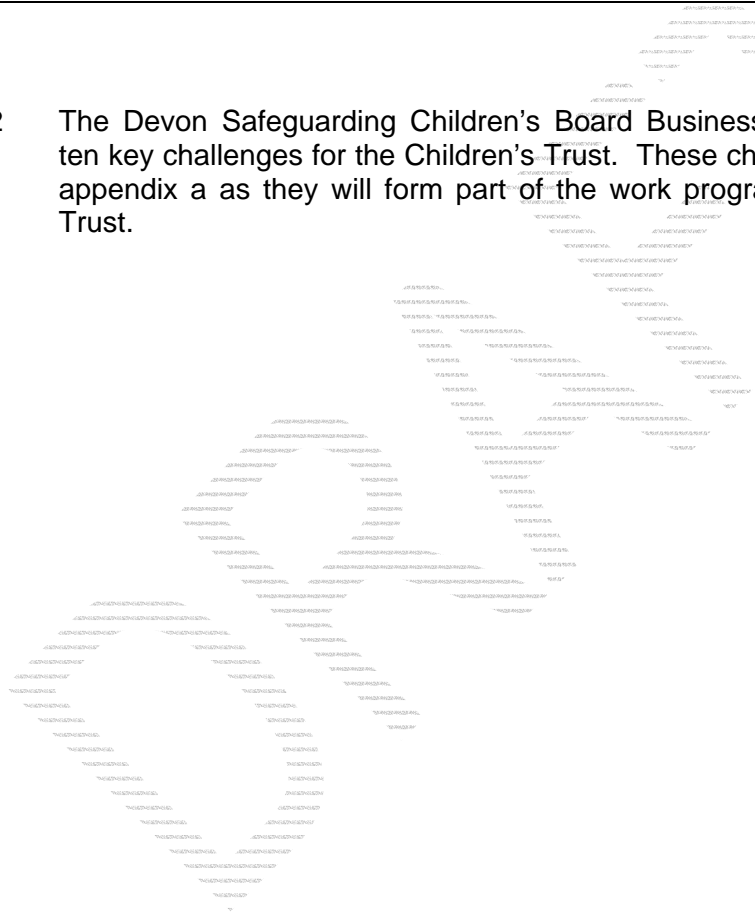
Priority Area 2 - Safeguarding

Objectives
<ul style="list-style-type: none"> • To deliver on the challenges identified in the DSCB Annual report. • For each organisation to be at the top of their game for safeguarding. • To focus and act on indicators of child vulnerability and key transitions during a child’s life course, especially for those with a disability
Impact
<ul style="list-style-type: none"> • Reduce the risk of preventable child deaths and serious injury • Safeguarding scorecard measures improve or do not deteriorate • Reduce the likelihood of children becoming vulnerable adults and support positive emotional wellbeing

Priority Area 3 - Pre-birth, birth and early parenting

Objectives
<ul style="list-style-type: none">• Activity and service design that reinforces to all agencies that the child is at the centre of decisions, where decisions are being made about adults who fall within these categories
Impact
<ul style="list-style-type: none">• Give the child the best possible start in life and in the long term contribute to reducing high need services later in the child's life

6.2 The Devon Safeguarding Children's Board Business Plan (2010) identified ten key challenges for the Children's Trust. These challenges are included in appendix a as they will form part of the work programme of the Children's Trust.



Devon Children's Trust Board Action Plan 2011-12 (TO BE COMPLETED)

	Work activity	CTB Lead	Resource implications	Timescale	Outcome measure	Risks that may prevent activity happening
1.						
2.						
3						
4						
5						

APPENDIX A

DSCB Annual Report 2010 – Children Trust Challenges

	Challenge
1	Ensure the Children's Trust Board partner organisations understand the effectiveness of their safeguarding role and responsibilities by demonstrating that safeguarding is embedded in practice.
2	Ensure the Children's workforce is appropriately trained, supervised and professionally developed to meet priority safeguarding needs and that organisations:
3	Ensure national and local lessons learnt from SCRs, MACAs and the learning from other authorities are widely shared and implemented more speedily than at present thus minimising barriers to effective working and maximising the protection of children;
4	Ensure that a performance management quality assurance and audit system, provides clear evidence of the identification of key safeguarding issues, actions taken and their appropriateness, and outcomes that have been achieved.
5	Ensure regular reporting of an agreed suite of safeguarding metrics and performance information to track progress in improving outcomes
6	Ensure appropriate integrated working realises improvements in practice resulting in: <ul style="list-style-type: none"> • Absolute confidence in recording and decision making on case files in all agencies • Information technology systems that are fully integrated to support effective information sharing • Workforce that are suitably managed and co-located • MASH and similar ways of working are developed and embedded
7	Agree the strategic governance arrangements for MARAC, DVA, and the implications of the new national strategy "Violence Against Women and Girls (VAWG) and how these interrelate with the DSCB.
8	Implement the recommendations from the JSNA of safeguarding by ensuring strategic leadership to all joint commissioning activities so that resources are allocated appropriately, inequalities are addressed, and better inter-agency working between adults and children service commissioners is achieved.
9	Understand how safe children and young people feel
10	Ensure work planning addresses the following key issues that have emerged nationally and locally, concerning vulnerable children

Agency signatories to be added

