



Brent Health and Wellbeing Board

26 January 2016

Report from the Strategic Director Children and Young People for Brent Council

Wards affected:
ALL

Health and Wellbeing Board and Children's Trust – Learning from OFSTED SIF Inspection of Children's Services

1.0 Summary

- 1.1 The purpose of this report is to provide the Health and Wellbeing Board with an overview of the findings of the Ofsted inspection of Brent services for children in need of help and protection, children looked after and care leavers, which was published on 30 November, with particular reference to the 'Leadership, management and governance' section, and its relevance to the working of the Health and Wellbeing Board and the Children's Trust.

2.0 Recommendation

- 2.1 The Health and Wellbeing Board consider and advise on the next steps.

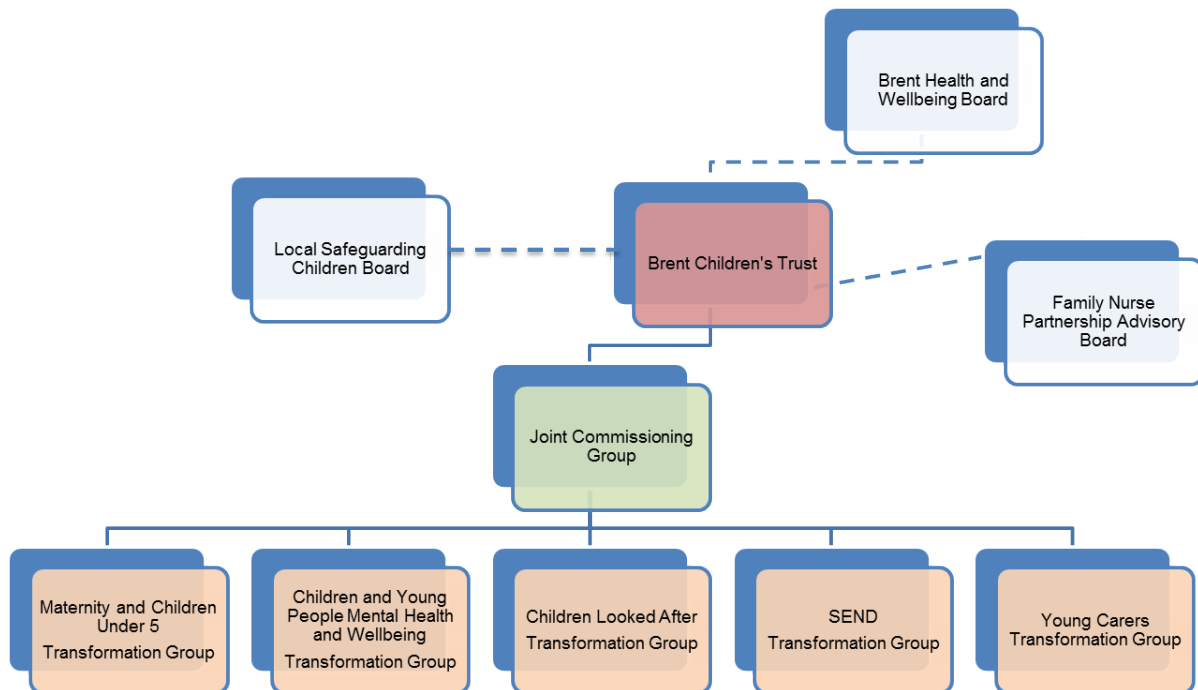
3.0 Detail

Background - Children's Trust arrangements in Brent

- 3.1 Brent Children's Trust (BCT) is a local partnership. The primary functions relate to developing a joint vision and strategy for improving outcomes and commissioning, and joint planning and collaborative working in ensuring that resources are allocated and utilised to deliver the maximum benefits for children and young people.
- 3.2 The trust has developed a clear framework for strategic planning and commissioning which is being delivered through five transformational groups for the following priority areas:

- Maternity and Children under 5
- Children and Young People's Mental Health and Wellbeing
- Children Looked After
- Children and Young People with SEND
- Young Carers

Children's Trust governance arrangements:



Overview of Ofsted inspection 2015

- 3.3 The headline finding of the Ofsted inspection report is that Children's services in Brent require improvement to be 'Good'. This conclusion is based on the combined ratings of the following areas:

1. Children who need help and protection		Requires improvement
2. Children looked after and achieving permanence		Requires improvement
2.1.	Adoption performance	Good

	2.2. Experiences and progress of care leavers	Requires improvement
	3. Leadership, management and governance	Requires improvement

3.4 The report noted that although strong and focussed leadership had led to the achievement of a number of important improvements in the quality of services, Brent is not yet delivering consistently good services for children and young people.

3.5 In paragraph 96 of the 'Leadership, management and governance' section Ofsted commented that:

'The joint strategic needs assessment (JSNA) lacks a strong enough focus on the social care needs of children. The Health and Wellbeing Board has suffered from poor attendance over the last year and has been described as having, 'lost its way'. There is no current shared plan that sets out how agencies will provide services or against which agencies can measure the collective difference they are making for children. The Health and Wellbeing Board held a workshop event in June this year to bring greater clarity and drive to its work and the leader of the council has recently taken over as the chair of the board. These are positive developments but are too new to have had an impact. Similarly, the new Brent Children's Trust, although developing fast and increasingly providing a real focus for agencies to discuss and plan services, is also at too early a stage to have had a significant impact. For example, discussions at the trust about establishing shared commissioning arrangements across agencies are detailed and thorough but are yet to be put into practice.'

3.6 The report stated that there is a lack of strategic cohesion in the way that agencies work together to provide services for children, and highlighted a lack of strong focus on the social care needs of children in the joint strategic needs assessment (JSNA).

3.7 The report found that the Health and Wellbeing Board has not provided effective coordination and that there is no current shared plan or framework that sets out how agencies will provide services against agreed principles or how impact will be measured. However, it was recognised that recent steps to bring greater clarity and drive to its work had been taken (such as the appointment of the leader as Chair), but that these are still too new to demonstrate an impact.

3.8 With regards to the Children's Trust the report acknowledged that, although it was developing fast and increasingly providing a focus for agencies to discuss services for children and young people, at the time of the inspection it was still at too early a stage to have had a significant impact on improving the targeting, coordination and effectiveness for children, young people and their families. The report went on to specifically cite the Joint Commissioning

Framework as an example of thorough work that had been developed by the Children's Trust but not yet fully implemented.

- 3.9 The report found that linkage between the LSCB and other strategic bodies has been weak but is now improving. It stated that there has been a recent improvement in the relationship between the LSCB and HWBB, but that the LSCB has too little influence over the priorities of the HWBB, and specifically recommended that LSCB strengthen its links with HWBB. It was also noted that the LSCB is beginning to clarify its role in relation to the Children's Trust.

Response

- 3.10 The Ofsted inspection was carried out from 14 September – 8 October 2015 before being published on 30 November 2015. As noted in the report, at the time of inspection steps were already being taken to make improvements around leadership, management and governance at a strategic level in Brent. A continuation of these steps included an item at the 10 November HWBB, titled 'Adding Value – Health and wellbeing priorities and ways of working', which outlined the primary forums and delivery actions for HWBB priorities. A key example included the identification of the Brent Children's Trust and its five transformation groups as the vehicle for delivering HWBB priorities for children.
- 3.11 The subsequent publication of the Ofsted report and consideration of its findings at the 12 January 2016 Children's Trust meeting has influenced the following actions:
- Increased connectivity across boards including HWBB, Children's Trust, LSCB, Safer Brent Partnership and Adult's Safeguarding Board needs to be established to ensure strategic alignment. To develop the next steps for appropriate protocols and reporting arrangements it is recommended that a summit of the Chairs of each board is scheduled.
 - The Joint Commissioning Framework continues to be implemented by the Children's Trust's five Transformation Groups, which have now all had their first meetings at which TORs and reporting protocols between the groups and the Children's Trust were agreed. The next steps for joint working in this area include an audit of commissioning arrangements across the areas covered by each group, understanding and responding to the refreshed JSNA in relation to children, and the development of action plans for each group to identify opportunities for joint commissioning.
- 3.12 Ofsted did not include addressing these issues as one of the eleven recommendations requiring an action plan from Brent, however, in order to continue to progress to 'Good' consideration needs to be given to how best to do this.
- 3.13 A more recent Ofsted SIF inspection of another LA commented '*There are effective working relationships with partners on strategic boards, including the LSCB, the Children and Young Peoples' Strategic Partnership Board and the Health and Wellbeing Board. Children's needs are duly considered and*

priorities across boards are appropriate and well aligned.' Brent is well placed to achieve this through an increased focus on clarity and connectivity at a strategic level.

4.0 Financial Implications

4.1 Not applicable

5.0 Legal Implications

5.1 Not applicable

6.0 Diversity implications

6.1 Not applicable

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 To be confirmed.

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