



6th October 2016

Health and Wellbeing Board

For information

Wards Affected: ALL

Update Paper: Brent Children's Trust

1. Introduction

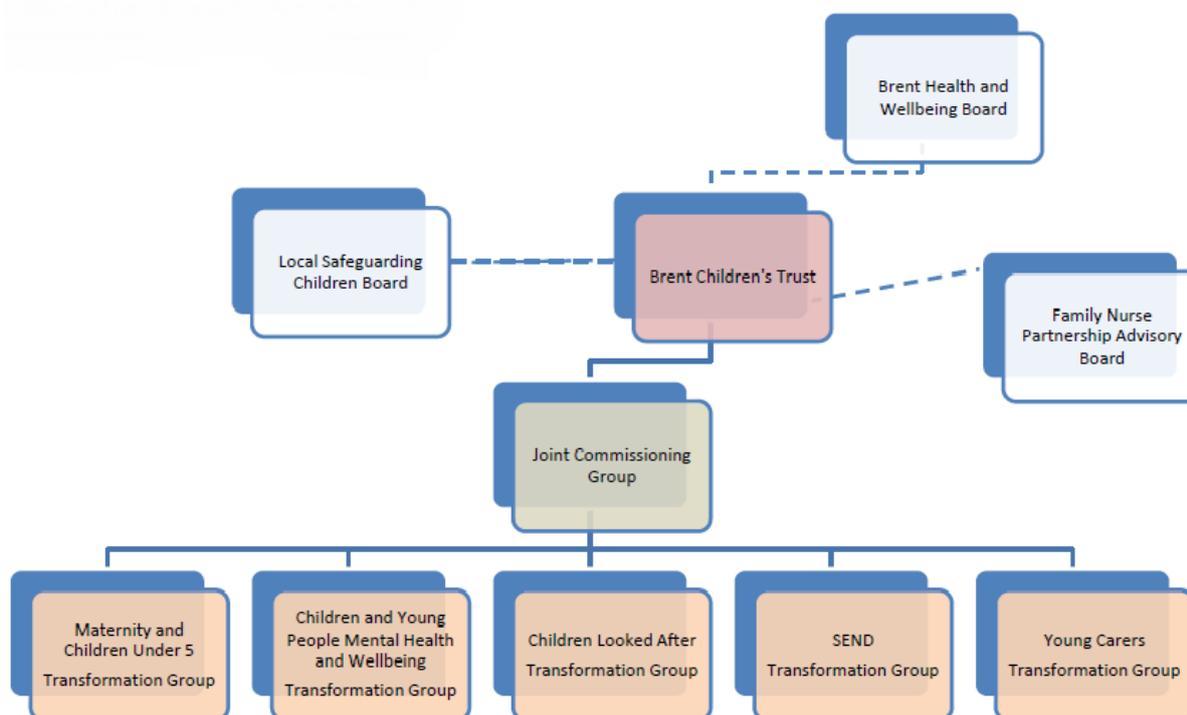
- 1.1. The Brent Children's Trust (BCT) is a strategic body that encompasses a local partnership of key partners. The primary functions of the BCT relate to collaborative working, commissioning and joint planning, in ensuring that resources are allocated and utilised to deliver the maximum benefits for local children and young people.
- 1.2. The BCT has a strong relationship with the Brent Health and Wellbeing Board and Local Safeguarding Children Board. Through the Children's Joint Commissioning Group (JCG), the BCT is linked to five transformation groups tasked with taking forward specific priorities at a more operational level. This structure is outlined in the diagram at 3.1.
- 1.3. This report follows two smaller updates - heard at the 7 June 2016 Health and Wellbeing Board, focussing on the '*giving every child the best start in life*' and '*helping vulnerable families*' priorities - and provides a broader summary of the BCT work programme and actions of the BCT sub-groups from April to September 2016.

2. Recommendations

- 2.1. The Health and Wellbeing Board is asked to:
 - Note the work of the Children's Trust from April – September 2016

3. Structure

- 3.1 The diagram below provides an overview of the governance arrangements of the BCT, JCG and five Transformation Groups.



4. BCT Work Programme

4.1 A 2016/17 BCT work programme was agreed in March 2016. BCT meetings are held on alternate months to progress the work programme, which remains flexible throughout the year to ensure oversight of and address challenges in the children and young people's landscape. All BCT agendas also include standing items to receive feedback from and provide steer to the JCG. A summary of the work of the JCG and its sub-groups is provided from 5.1.

4.3 Since April 2016 the BCT work programme has covered the following areas as non-standing items:

Children and Young People's Mental Health and Wellbeing (linked to STP)

- The BCT has continued to support and inform the progress of the CCG led CYP Mental Health and Wellbeing Transformation Plan through ongoing dialogue and action around its eight priorities:
 - 1) Needs assessment – BCT members committed to contributions from their areas to the Anna Freud Centre asset based needs analysis for Brent, including completion of online surveys and focus group attendance. The needs assessment is due to be completed in September.
 - 2) Supporting co-production – including maximising engagement opportunities and targeting specific groups and communities using jointly established CCG and Brent Council principles.
 - 3) Workforce development and training – competitive tender awarded to Anna Freud Centre, workforce assessment report now published.
 - 4) Specialist Community Eating Disorder Service for children – CNWL service is now open, Northwick Park Hospital site is not yet open.
 - 5) Redesigning pathways – to be progressed on completion of needs assessment (priority 1) and supported by priorities 2 and 3.

- 6) Enhanced support for learning disabilities and neurodevelopment disorders - to be progressed on completion of needs assessment (priority 1) and supported by priorities 2 and 3.
- 7) Crisis and urgent care pathways – awaiting needs assessment and findings from Out-Of-Hours pilot. Will also consider Single Point of Access CNWL business case, 'new models of care' work by NHS England and 'child house' models for safeguarding.
- 8) Embedding 'Future in Mind' – including improved joint commission arrangements through agreed joint funding of CAMHS commissioner from 2017/18.

Preparation for Joint Targeted Area Inspections (JTAI)

- In response to the January 2016 introduction of JTAI framework - which assesses the effectiveness of joint working of local authorities, health, the police, probation and youth offending in an area to identify, support and protect vulnerable children and young people – the BCT have been monitoring JTAI activity across other boroughs and reviewing guidance materials in preparation for a Brent inspection; the date of which is not yet known.
- The BCT has remained sighted on the changing deep dive themes of the inspections (pre-September this was '*child sexual exploitation and children missing from home, care or education*' post-September it changed to '*domestic abuse*') to consider the best response to different requirements.
- The BCT Chair and the Independent Chair of Brent LSCB have scheduled a separate forum with other key JTAI stakeholders to ensure coordination across all relevant Brent bodies.

Health Visiting and School Nursing Service alignment

- The BCT has discussed options and provided steer for the post 31/03/17 delivery arrangements of aligned Health Visiting and School Nursing Services.
- A separate task and finish group, including soft market testing, was encouraged to move forward with additional input from CCG and other stakeholders.
- On 15/08/16 Cabinet agreed the BCTs preferred commissioning option, which is 0-19s Health Visiting and School Nursing Service incorporating a weight management programme.

Scrutiny arrangements

- Following the October 2015 Ofsted SIF inspection, which had criticised Brent's then Scrutiny arrangements as not being effective, a new model was introduced from 18/05/16. The BCT has discussed the model with the lead officer for the new Community and Wellbeing Scrutiny Committee; which primarily (though not exclusively) encompasses children and young people areas.
- Feedback from BCT members included requests for full follow through in response to the Ofsted findings, scrutiny items that offer solutions to corporate objectives, more efficient protocols for data requests, and the offer for Scrutiny Members to attend and observe BCT meetings (or similar).
- On 3rd November a Scrutiny awareness session about the work of the Children's Trust and LSCB has been planned for Members.

- Updates and discussions with lead scrutiny officers has been added to the BCT work programme as a standing 6-9 monthly item to support stronger BCT/Scrutiny links and communication.

Collaborative working and information sharing

- The BCT has continued to work collaboratively with other strategic Boards, including Brent LSCB, as well as key partners such as the Healthy London Partnership (HLP).
- The LSCB Business Plan 2016-19 and Section 11 audit were presented to the BCT to ensure shared oversight of priorities, which has helped to identify areas for joint working.
- The BCT has developed closer links with the HLP, including opportunities for BCT to influence the content of the HLP data-packs and the promotion of HLP toolkits in Brent.

Local area SEND inspection planning

- In preparation for an anticipated SEND inspection the BCT have considered its scope, methodology and key questions.
- An exemplar inspection timetable has been developed and shared with CCG.
- The SEND Board / Transformation group are reviewing TORs to ensure best representation and attendance.
- A stakeholder map has been developed and received BCT feedback.
- The BCT have planned resources for the preparation and management of the inspection, including identifying a nominated, dedicated person for both Brent Council and Brent CCG.

4.4 Key work programme non-standing items to be heard at upcoming BCT meetings include the following:

- CCG commissioning intentions analysis;
- Children's JSNA review;
- LSCB annual report;
- National Childhood Obesity Action Plan response;
- Young Carers update report;
- CYP Participation Strategy monitoring report; and
- Troubled Families programme report - which is now scheduled as a six-monthly BCT item to give stronger grip of the '*helping vulnerable families*' priority.

Updates on these items will be included in future BCT to Health and Wellbeing Board papers.

5. Children's Joint Commissioning Group and Transformation Groups

- 5.1 As a standing item the BCT receives updates from and provides steer to the Children's JCG; which meets every two months to progress the Joint Commissioning Framework and consists of the Chairs of the five Transformation Groups, Brent CCG Children's Commissioner, Brent Council Children's Commissioner, and other key stakeholders.

- 5.2 In July the JCG increased its membership to include the CVS Brent Chief Executive Officer. The JCG plans a central role for CVS Brent over the next two to three years, which includes developing the local market prior to tendering for new and revised children's services. CVS Brent will help to structure this development, enable smaller organisations to work together and join-up, help to establish lead organisations in joint delivery partnerships and assist in areas of due diligence and minimum requirements to remove barriers to quality bids for service delivery. Other key workstreams will include leading on and coordinating joint engagement, which will be aligned with and inform commissioning opportunities identified by the JCG.
- 5.3 The JCG has established links with Brent's new Commissioning and Procurement Board to ensure that the work of the JCG complements and feeds into the corporate vision. This has included an in-depth discussion of the Brent Social Value policy (presented by the Head of Procurement) and the opportunity to feedback on the development of social value measures that will better align with Children's priorities. JCG membership now also includes the Children's Category Manager (for Brent / Harrow joint services) to ensure stronger procurement oversight.
- 5.4 In September a live 'contracts map' document was agreed by the JCG. The map currently provides details of all Local Authority contracts and agreements for Children's services - and will be adding the same content for CCG and Public Health services. The map groups services into the following broad categories:
- SEN Placements
 - Inclusion Services
 - English as an Additional Language (EAL) Projects
 - LAC Services
 - Health and Wellbeing Services
 - Family Support Services
 - Early Help
 - Services commissioned by other Departments / Agencies that benefit children (in development)
- The map includes the value, purpose, start date, end date and notice periods for all services and will be used by each transformation group to identify links and opportunities for new delivery models.
- 5.5 The JCG has directed the development of Plans on a Page (POPs) by each Transformation Group. The POPs are high level documents that detail the key outcomes and objectives of the individual working groups. Progress towards the objectives and related challenges and opportunities are discussion items at each JCG meeting.
- 5.6 Based on the findings of the contracts map and POPs detailed above the JCG has developed a draft Roadmap product. The purpose of the roadmap is to identify and clearly state the areas where the LA and CCG can link up over the next two to three years to deliver together. The roadmap will be finalised over the next few months - confirming the areas to be taken forward for joint delivery - and shared with partners and stakeholders.

5.7 The Transformation groups have continued to progress BCT and JCG priorities at an operation level. A selection of their key achievements and ongoing challenges are outlined below:

Maternity and Children under five Transformation Group

- Engagement of all the main maternity units at which Brent women give birth (only about half of Brent mothers give birth at units within the Borough).
- Agreement of shared priorities for partners as: obesity (including maternal), oral health, breastfeeding, immunisation.
- Promotion of childhood obesity training for front line health, social care and early years staff (funding secured from Health Education England)

Children Looked After Transformation Group

- Two permanent LAC nurses recruited.
- Successful consultation on the Brent Pledge for Children in Care.
- The group are looking into arrangements for ensuring smoother transitions into adulthood for care leavers.

SEND Transformation Group

- A Joint Strategic Action plan has been compiled.
- The group are taking steps towards pooling budgets to buy equipment for children with SEN.
- Therapy services (including Speech and Language and Occupational) have been identified as areas to develop joint commissioning options.

Children and Young People's Mental Health and Wellbeing Transformation Group

- Joint YOS-CAMHS post recruited to.
- Joint LA / CCG CAMHS commissioner post to be funded from 2017/18.
- Upon completion the group will be taking forward the findings of the Anna Freud Centre needs assessment and developing recommendations for Health and Wellbeing Board agreement.

Young Carers Transformation Group

- Successful consultation and engagement to develop new Young Carers leaflet to promote increased awareness.
- Development of new ways to identify young carers including new assessment form and linking with schools.
- The group are now looking at ways to set up and deliver a range of activities identified and requested via the engagement process.