

 Brent	Health and Wellbeing Board 13 October 2022
	Report from the Chair of Brent Children's Trust
Brent Children's Trust update: April 2022 – October 2022	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Appendix A – Governance Structure
Background Papers:	0
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Nigel Chapman Corporate Director Children and Young People Nigel.Chapman@brent.gov.uk Wendy Marchese Strategic Partnerships Lead Wendy.Marchese@brent.gov.uk

1.0 Purpose of the Report

- 1.1. Brent Children's Trust (BCT) is a strategic body that encompasses a local partnership of all commissioners and key partners. The primary function of the BCT relates to commissioning, joint planning and collaborative working, in ensuring that resources are allocated and utilised to deliver the maximum benefits for children and young people.
- 1.2. The BCT has a strong relationship with the Brent Health and Wellbeing Board and the Safeguarding Children Partnership. It also has links with working groups charged with taking forward specific priorities at an operational level. These working groups are held to account by the Trust.
- 1.3. The Health and Wellbeing Board (HWB) maintains oversight of the BCT activity and as part of this governance arrangement, the BCT provides the HWB with an annual priorities report at the start of each municipal year plus one additional update report per year.

1.4. This paper provides an update of the BCT work programme covering the period April 2022 to October 2022.

2.0 Recommendation

2.1. The Health and Wellbeing Board is asked to note the work of the Brent Children's Trust for the period April 2022 to September 2022.

3.0 Detail

3.1. The BCT is currently chaired by Nigel Chapman, Corporate Director Children and Young People and meets every two months to review progress against the priority areas of focus and consider any emerging local and national issues.

3.2. The responsibilities of the BCT include:

- Develop a joint vision and strategy for improving outcomes for children, young people and their families in Brent.
- Work in partnership with all key delivery agencies (public, private and voluntary) to ensure delivery of key priorities and associated aims, targets and inspection criteria.
- Set a clear framework for strategic planning and commissioning promoting integration and collaborative working between all partners.
- Monitor an agreed suite of performance information, including national and local, and quantitative and qualitative indicators in conjunction with other partnership boards.
- Ensure that priorities are informed by the views of children, young people, their families and the Joint Strategic Needs Assessment (JSNA).
- Develop initiatives between the council and health services partners to improve health and wellbeing for children, young people and their families focussing on tackling Brent's health inequalities.
- Keep the workforce informed and involved, providing clear direction and identifying opportunities for joint training and development when appropriate.
- Ensure that legislation relating to services for children and young people is implemented in the borough.
- Ensure close links with the Health and Wellbeing Board, Safeguarding Children Partnership and other key partnerships as necessary.
- Share good practice emerging from the work of the Trust.
- Agree an annual work programme for the Trust.

3.3. The BCT oversees five partnership priority groups tasked with implementing specific priorities across the partnership.

Group	Chair
Joint Commissioning Group (JCG)	Director Safeguarding, Partnerships & Strategy, CYP Brent Council
Inclusion Board	Director, Integration and Improved Outcomes, CYP Brent Council
Early Help and Prevention Group	Director, Integration and Improved Outcomes, CYP Brent Council
Looked After Children and Care Leavers Partnership Group	Head of Looked After Children and Permanency, CYP Brent Council
Mental Health and Wellbeing Partnership Group	Head of Mental Health, Learning Disabilities, and Autism, NWL ICB, Brent

- 3.4. The BCT, JCG and priority groups have consistent attendance with representation from Brent Council and NWL Integrated Care Board, Brent. Other key stakeholders attend the JCG, which includes school head teachers.
- 3.5. In July 2022, the Terms of Reference of the BCT and JCG were reviewed and updated.
- 3.6. The BCT receives exception reports from the JCG and the other priority groups as part of a standing item at every meeting. A full update of activity from each of these groups is presented to the BCT on an annual basis.
- 3.7. The NWL Brent Integrated Care Partnership (ICP) Lead is a standing member of the BCT to enable strong links between the Trust and the Brent ICP and an update on the ICS implementation is discussed at every meeting with a focus on the implications for children and young people.
- 3.8. The diagram in Appendix A illustrates the governance structure in which the BCT currently sits.
- 3.9. The BCT met three times during the period covered within this report;
- 24 May 2022
 - 26 July 2022
 - 27 September 2022
- 3.10. During this period, there has been a change of Chair; Gail Tolley, Strategic Director, Children and Young People was the Chair of the BCT up until August 2022. Nigel Chapman took up the post as Corporate Director Children and Young People from 1 September 2022 and has now taken on the role as Chair of the BCT.
- 3.11. Since April 2022 the BCT has examined three main strategic themes:
- a) The development of a Children and Young People’s Mental Health and Wellbeing Strategy
 - b) Children’s Services Route Map towards 2030
 - c) Reflections on CYP and ICB joint service priorities

24 May 2022 - The development of a Children and Young People Mental Health and Wellbeing Strategy

- 3.12. In May 2022, the BCT received an update on the development of the Brent Children and Young People Mental Health and Wellbeing Strategy. The strategy will aim to have a long-term vision of joint service development combining the Council's action plan with the ICP's Mental Health and Wellbeing Strategy.
- 3.13. The BCT recognised that a lot of work has already been undertaken across the partnership and further understanding and knowledge is needed about what work was already underway. It was therefore agreed the strategy should focus on bringing cohesion to existing work taking place across the partnership.

26 July 2022 - Children's Services Route Map towards 2030

- 3.14. In July 2022, the BCT considered Brent's route map up to 2030 in relation to children and young people's services. The route map is based on the emerging changes to legislation and policy including:
- The Independent Review of Children's Social Care
 - Special Educational Needs and Disability (SEND) Green Paper - Right Support, Right place, Right time
 - Schools White Paper - Opportunity for All
- 3.15. The key areas of focus for Brent's route map include:
- high performing schools, SEND and social care system
 - strong partnership and collaborative working
 - forward looking and innovative thinking
 - unwavering shared focus on improving the life chances of Brent's children and young people

Independent Review of Children's Social Care

- 3.16. The Government commissioned an independent review of social care, which is currently going through the Houses of Parliament. The Government planned to respond to the findings of the review at the end of 2022. The focus points within this review are:
- A revolution in family help
 - Multi-agency work including schools
 - A just and decisive child protection system
 - Unlocking the potential of family networks
 - Transforming Care
 - The care experience
 - Realising the potential of the workforce
 - A system that is relentlessly focused on children and families
- 3.17. The proposed implementation period for this plan will be a period of 5 years from 2023 to 2028 and it is expected that the Corporate Director of Children and Young People will be responsible for coordinating the implementation of this plan.

SEND Green Paper - Right Support, Right place, Right time

- 3.18. The SEND Green Paper consultation is underway and the Government response is expected to be published by autumn 2022, with the accountabilities outlined in the Green Paper evolving into policy following the Government response.
- 3.19. This paper addresses disparities in resourcing and funding for some elements of health for children, with statutory national standards on how needs are identified, recorded and met.
- 3.20. The main changes set out in the paper include:
- A new single national SEND and Alternative Provision (AP) system across education, health and care
 - Statutory national standards on how needs are identified, recorded and met so decisions are taken based on a child's need rather than where they live, with minimal bureaucracy in accessing the right support
 - Excellent provision for early years to adulthood
 - High quality teaching and consistent expectations of support reducing the risk of misidentification and escalation of needs, with investment in specialist provision for those who require it
 - A reformed national vision for AP
 - Children and young people getting targeted support in mainstream or access to placements in AP
 - System roles, funding reform and accountability
 - Strengthened accountabilities and greater transparency, with clear roles and responsibilities for all partners
 - A well-designed delivery programme that stabilises the system in the immediate term and delivers culture change for an inclusive system in the longer term
- 3.21 The Council's Community and Wellbeing Scrutiny Committee discussed current SEND issues in Brent, including the Green Paper, at their meeting on September 22nd 2022.

Schools White Paper - Opportunity for All

- 3.22. The Department for Education (DfE) Schools White Paper is set out across four chapters:
- Chapter 1: An excellent teacher for your child
 - Chapter 2: Delivering high standards of curriculum, behaviour and attendance
 - Chapter 3: Targeted support for every child who needs it
 - Chapter 4: A fairer and stronger school system
- 3.23. The BCT recognised that Brent is in the top 5 highest performing school systems in London, therefore Brent has a strong foundation on which to adapt this inclusive vision for schools.
- 3.24. The BCT highlighted that more work could be done at a North West London level to ensure that the wider system, including health partners, were aware of the effect that these changes would have.

27 September 2022 - Reflections on CYP & ICB joint service priorities

3.25. In September 2022, the BCT reflected upon a working session was held on 9 September 2022 to identify the key transformational priorities that need to be taken forward. The agreed working priority list includes:

- Inequalities
 - Developing a holistic support offer through our family wellbeing centres, Brent Health Matters and Neighbourhood teams. Further scoping will be required but possible areas of focus include oral health, healthy weight, smoke free homes and healthy start to life.
 - Immunisations across the school age range including a focus on maternity and 0-5.
- Mental Health and Wellbeing
 - Implementing a THRIVE model for mental health and wellbeing
 - CAMHS service improvements
- Community
 - Implementing the neurodiversity pathway
 - Speech and language therapies transformation
 - Supporting children through the integrated neighbourhood model
- Primary Care
 - Implementing paediatric hubs
 - Asthma diagnosis and control improvement

3.26. The session also identified some emerging principles to guide the integration of ICP and Children's Trust Governance. This will be developed in to a proposal for future ways of working and governance model.

Additional BCT work programme activity

3.27. The BCT continues to have oversight on additional areas of focus including receiving regular updates on the work of the agreed priority groups.

Supporting Families Programme

3.28. The BCT maintains oversight on the local implementation of the Supporting Families (SF) programme (formerly known as the Troubled Families Programme (TFP), including progress, outcomes and future challenges.

3.29. The BCT was pleased to note that following a period of uncertainty about the future of the Troubled Families Programme, the Government announced a continuation of the programme as the Supporting Families Programme for the next three financial years.

3.30. Since the start of the programme, Brent has consistently achieved the Payment by Result (PbR) target. In March 2022, Brent achieved the target of 560 outcomes.

3.31. A new Supporting Families Outcome Framework has been published which seeks to reduce ambiguity of the criteria, a standardised template will be adopted to decrease the differing interpretation of the criteria. From a Brent perspective, it will become easier to identify issues and enable families to access additional support earlier.

- 3.32. The Supporting Families Champion and Lead worker training will be refreshed and re-launched by October and will reach all early help providers (schools, health, voluntary and community sector, advice and information agencies).
- 3.33. The BCT noted that some partner agencies, such as schools and health agencies had not been completing Early Help Assessments (EHA) to a consistent quality. A reduction in referrals has also been noticed, it was felt that this may be due to staff turnover. In response to this, the BCT agreed that additional training on completing EHAs should be offered to partner agencies to address this issue.

Supporting children with special needs and disabilities (SEND) in Brent

- 3.34. There is a clear vision and set of ambitions of the Children's Trust outlined in the Brent SEND Strategy 2021-2025 that was co-produced with children, young people and their families alongside professionals from across the SEND system. The strategy was launched by the Brent Parent Carer Forum (BPCF), Brent Council and Brent CCG in October 2021.
- 3.35. The BCT continues to maintain oversight of the progress on delivery of the SEND Strategy (2021-2025).
- 3.36. In July 2022, the BCT considered the progress of the delivery of the strategy with a particular focus on the neurodiversity (ND) pathway and provided feedback on the approach being adopted to deliver the offer.
- 3.37. A key priority for the ISB for 2022/23 and a cross cutting theme of the SEND Strategy is for partners to undertake a system-wide review of the current ND pathway and the development of a new approach that clearly outlines how the Brent partnership will meet the children and young people's section of the All Age Autism strategy.
- 3.38. A neurodiversity pathway review was undertaken between January 2022 and June 2022. This was supported by the Council for Disabled Children and funded by DfE. The review was based on the following:
- 42% of all EHCPs have Autistic Spectrum Disorder (ASD) as the primary need
 - Approximately 500 children are on a waiting list for an ASD/ADHD assessment
 - There is currently no specific autism strategy in place
 - Feedback from parents regarding their lived experience
- 3.39. The outcome of the review was the development of a set of principles and a clear plan for integrated service configuration and the joint commissioning of provision. Four principles were identified to underpin the development of the pathway. These are:
- Communication is simple, honest and proactive
 - Children, young people and families' voices are at the heart of their care
 - There is good joint working between everyone involved
 - Children, young people and families can get the right support at the right time
- 3.40. This exercise also highlighted key gaps in provision and the opportunity for collaborative working and commissioning to fill those gaps.

3.41. The BCT are encouraged that consideration is being given to discuss the ND programme as a priority area for the ICP and joint funding opportunities with the ICB.

3.42. The BCT will continue to have oversight of the implementation of the strategy and will scrutinise the progress of the implementation plan on a regular basis.

4.0 Financial Implications

4.1 There are no financial implications as a result of this update report.

5.0 Legal Implications

5.1 There are no legal implications as a result of this update report.

6.0 Equality Implications

6.1 There are no equality implications as a result of this update report.

7.0 Consultation with Ward Members and Stakeholders

7.1 Brent Council and NWL ICB, Brent are members of the BCT, the work of the priority groups and has also contributed to this update report.

Report sign off:

Nigel Chapman

Corporate Director Children and Young People