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|  | Brent Health and Wellbeing Board 15 April 2024 |
| | Report from the Chair of Brent Children's Trust Nigel Chapman, Corporate Director of Children and Young People |
| Brent Children's Trust Update and Forward Look | |

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| 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 |
| List of Appendices: | 0 |
| Background Papers: | 0 |
| Contact Officer(s): <small>(Name, Title, Contact Details)</small> | Wendy Marchese Strategic Partnerships Manager Wendy.Marchese@brent.gov.uk |

1.0 Executive Summary

- 1.1. Brent Children's Trust (BCT) is a strategic partnership group with the primary function to coordinate and steer the joint strategic direction for the delivery of local authority and health partner integrated services for children and young people in Brent.
- 1.2. The BCT has a strong strategic relationship with the Brent Health and Wellbeing Board and Brent Integrated Care Partnership (ICP). The Health and Wellbeing Board maintain oversight of the BCT activity. As part of this governance arrangement, the BCT provides the HWB with a regular update report.
- 1.3. The BCT is currently the strategic partnership group that drives the activity responding to the four Brent ICP priorities focussing on children and young people services.
- 1.4. This paper provides an update of the BCT work programme covering the period July 2023 to March 2024 and sets out a proposal to redefine the purpose and vision of the Brent Children's Trust for 2024 – 2026.

2.0 Recommendations

- 2.1. The Health and Wellbeing Board is asked to note the strategic oversight activity of the Brent Children's Trust for the period July 2023 to March 2024
- 2.2. The Health and Wellbeing Board is asked to comment on and endorse the proposal to redefine the purpose and vision of the Brent Children's Trust for 2024 – 2026.

3.0 Detail

3.1. The BCT is chaired by the Statutory Corporate Director of Children and Young People. The Vice Chair is the Clinical Director, NWL ICB, Brent.

3.2. The membership of the BCT consists of:

| Organisation | Role |
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| Brent Council | <ul style="list-style-type: none">➤ Statutory Director of Children Services (Chair)➤ Director of Public Health➤ Director Education, Partnerships and Strategy, CYP➤ Head of Looked After Children and Permanency➤ Head of Inclusion CYP➤ Head of Early Help, CYP |
| Integrated Care Partnership | <ul style="list-style-type: none">➤ Brent Integrated Care Partnership Lead➤ Brent Borough Director➤ Brent Clinical Director (Vice Chair)➤ Head of Mental Health, Learning Disabilities, and Autism, Brent |
| Health Service Providers | <ul style="list-style-type: none">➤ Central London Community Healthcare NHS Trust➤ Central North West London Mental Health Care NHS Trust➤ London North West University Healthcare NHS Trust |

3.3. The Brent Integrated Care Partnership (ICP) Director is a standing member of the BCT to enable strong links between the Trust and Brent ICP.

3.4. The responsibilities of the BCT include:

- Developing a joint vision and strategy for improving outcomes for children, young people and their families in Brent.
- Working in partnership with all key delivery agencies (public, private and voluntary) to ensure delivery of key priorities and associated aims, targets and inspection criteria.
- Setting a clear framework for strategic planning and commissioning, promoting integration and collaborative working between all partners.
- Monitoring an agreed suite of performance information, including national and local, and quantitative and qualitative indicators in conjunction with other partnership boards.
- Ensuring that priorities are informed by the views of children, young people, their families and the Joint Strategic Needs Assessment (JSNA).
- Developing initiatives between the council and health services partners to improve health and wellbeing for children, young people and their families focusing on tackling Brent's health inequalities.
- Keeping the workforce informed and involved, providing clear direction and identifying opportunities for joint development when appropriate.
- Ensuring that legislation relating to services for children and young people is implemented in the borough.

- 3.5. The BCT has strategic oversight of three partnership groups tasked with implementing specific priorities across the partnership. These are:

| Partnership Group | Purpose |
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| Inclusion Strategic Board | ➤ To drive the development, implementation and success of the Brent SEND Strategy. |
| Early Help and Prevention Group | ➤ To drive the development, implementation and success of the Supporting Families programme and Youth Strategy. |
| Looked After Children and Care Leavers Partnership Group | ➤ To drive a range of initiatives that reflect both national and local policies and best practice to improve outcomes for children in care and care leavers. |

BCT strategic oversight activity during July 2023 to March 2024

- 3.6. The BCT met every two months to review progress against the identified priority areas of focus and consider any emerging local and national issues.
- 3.7. In addition, the BCT reviewed progress made on the implementation of the Brent Integrated Care Partnership Children's Services priorities and any emerging issues as a standing item.
- 3.8. During the period July 2023 to March 2024, the BCT met four times and reviewed progress against the following priority areas of focus:

BCT meeting July 2023 - Looked After Children

- 3.9. The BCT considered the progress on activity undertaken by the Looked After Children and Care Leavers Partnership Group, with a particular focus on health services for LAC.
- 3.10. The BCT commended the work of Early Help and the risk management undertaken by all partners in reducing the numbers of LAC, which was noted as being below the national average of 62 per 10,000 child population, with 43.7 per 10,000 child population in Brent.
- 3.11. The BCT acknowledged the strong partnership working and communication between LAC health providers and social work teams had led to over 90% of LAC having an annual health assessment during the 2022/23 reporting year.
- 3.12. The BCT agreed a point of escalation regarding the contract for health assessments for LAC placed outside of the borough as Brent's LAC were not being prioritised in other local authorities and therefore not receiving an equitable service. It was agreed that this concern would be escalated as a system issue with NWL ICB.

BCT meeting September 2023 - Children's Mental Health and Wellbeing Update

3.13. The BCT considered a progress update on the CNWL CAMHS Service in Brent and noted the following highlights:

- Waiting times for children and young people to undergo an assessment was 1-6 weeks, however an NHS minimum waiting standard of 4 weeks would be launched in the coming months.
- The new CYP Eating Disorder Day Programme was scheduled to go live late September, supporting children across North West London with tailored, specialist therapeutic support for children with eating disorders who would otherwise have been admitted to a Tier 4 inpatient unit.
- The Young Adult Pathway Lead and Consultant Young Adult Psychiatrist had been in post for 6 months in Brent, leading the delivery of the new young adult offer.

BCT Reflective Workshop November 2023

3.14. In November 2023, the BCT held a reflective workshop considered the achievements and challenges for each of the four ICP priority workstreams over the last 12 months.

3.15. The BCT also considered the achievements and challenges for each of the partnership group workstreams over the last 12 months.

3.16. The findings of this workshop enabled the BCT to identify the priority areas of focus and strategic vision from 2024.

BCT meeting January 2024 – Follow up on reflections on 2023 BCT activity

3.17. During this meeting, the BCT built upon the findings of the reflective workshop held in November 2023 and brought together the overarching themes with the aim of ensuring that the BCT adds value to strengthening integration and collaborative working between the Council and health service partners.

BCT meeting March 2024 - Realisation of HWB Strategy

3.18. In response to Brent Health and Wellbeing Board's recommendations, the Brent Children's Trust reviewed the Health and Wellbeing Strategy and the five priority themes giving consideration to:

- Determining which of the original commitments have either been achieved and/or have become business as usual and which remain relevant.
- Identifying the commitments for 2024/5 to children and young people the BCT would want the refreshed Health and Wellbeing Strategy to contain that reflects existing or planned priorities.

Proposed BCT strategic vision for 2024-2026

3.19. Over the next two years, the BCT aims to further strengthen integration and collaborative working between the Council and health service partners through a shared goal of delivering maximum benefits to improve the health and wellbeing for children, young people and their families in Brent.

3.20. The BCT's main aim is to act as an advocate for Children and Young People across the wider system and therefore will ensure that the vision is in line with and informed by both the Brent Integrated Care Partnership priorities and the Health and Wellbeing Strategy priorities.

3.21. From 2024 the BCT intends to operate by:

Redefining the format of the BCT meetings

- Each BCT meeting has a systematic approach and are less report driven enabling richer collaborative problem-solving discussions.

Strengthening joint accountability

- The BCT has awareness of and input into all workstreams of collaborative working between the council and health services partners to improve the health and wellbeing for children and young people.
- The BCT partners have robust and transparent discussions to strengthen a 'challenge and support' style relationship in holding each other to account.

Establishing a clear escalation process for BCT to provide a steer on system and service delivery challenges and risks

- The BCT resolves issues of escalation related to arising joint system and service delivery challenges and risks

Ensuring that the BCT adds value to Brent ICP priorities and activity of the ICP

- The BCT has a more systematic approach to maintaining an overview of the joint projects and initiatives developed by these groups through the lens of vulnerable children and young people services.

3.22. During 2024-2026 the BCT's objective is to lead system change for all identified priorities reinforced by the following three underpinning pillars:

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| <p>1</p> <p>Strengthening joint systems shared accountabilities</p> | <p>2</p> <p>Utilising partnership performance information</p> | <p>3</p> <p>Improving communication and engagement</p> |
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3.23. Sitting within the three main underpinning pillars above the BCT has identified a number of priority areas of focus in line with the ICP priorities and the Health and Wellbeing Strategy priority themes:

Reducing health inequalities for children and young people

- Drive a strengthened programmatic approach to vaccinations and childhood immunisations with the aim of:
 - Identifying and addressing the issues/barriers for progress
 - Developing a more accessible programme with a specific focus on immunisations for unaccompanied and looked after children.
 - Promoting and embedding the Brent Health Matters programme into children and young people system activity, service plans and strategies

Delivering mental health services for children, young people and their families

- Strengthen the strategic oversight of the THRIVE Framework delivery with the aim of:
 - Resetting the strategic direction and expectations of the system
 - Ensuring that Brent CYP have appropriate support at right time, considering broader support service provision wider than specialist CAMHS.

Improving services for Children with Special Educational Needs and Disabilities (SEND)

- Set the strategic direction of continuous improvement of services for children and young people with SEND with a focus on ensuring that:
 - The voices of children and young people with SEND are being heard and inform the development and delivery of services.
 - There is robust and timely development of an enhanced post-16 offer

Improving Early Help and Intervention

- Set the strategic direction of continuous improvement of Early Help and Intervention services for children and young people with a focus on ensuring that:
 - There is robust development of a parent-led approach
 - Collaborative bid-writing for funding opportunities is strengthened
 - There are clear and robust plans to enable the 'Start for Life' programme to continue after government funding ceases

Improving services for Looked After Children (LAC)

- Set the strategic direction of continuous improvement of LAC services for with a focus on ensuring that:
 - There is stronger coordination of health services for looked after young people
 - There is robust development of emotional wellbeing support services for LAC.

4.0 Stakeholder and ward member consultation and engagement

- 4.1. Brent Council and NWL ICB (Brent) are members of the BCT and the partnership groups and have contributed to this report.

5.0 Financial Considerations

- 5.1. There are no financial and budgetary implications relating to the proposals within the report.

6.0 Legal Considerations

- 6.1. There are no legal implications relating to the proposals within the report.

7.0 Climate Change and Environmental Considerations

- 7.1. There are no climate change and environmental considerations relating to the proposals within the report.

8.0 Communication Considerations

- 8.1. There are no communications considerations relating to the proposals within the report.

Report sign off:

Nigel Chapman

Corporate Director of Children and Young People