



**Brighton & Hove
City Council**



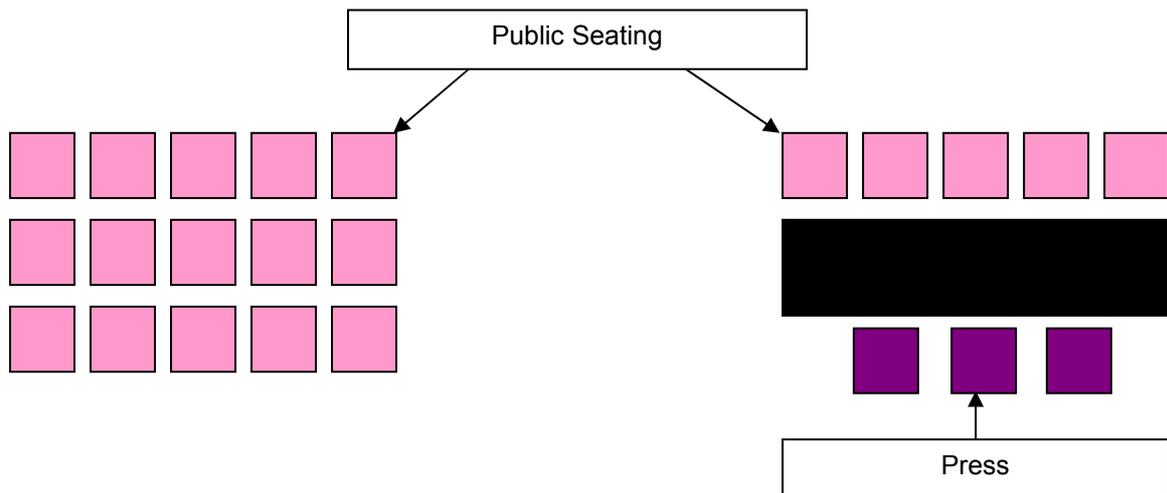
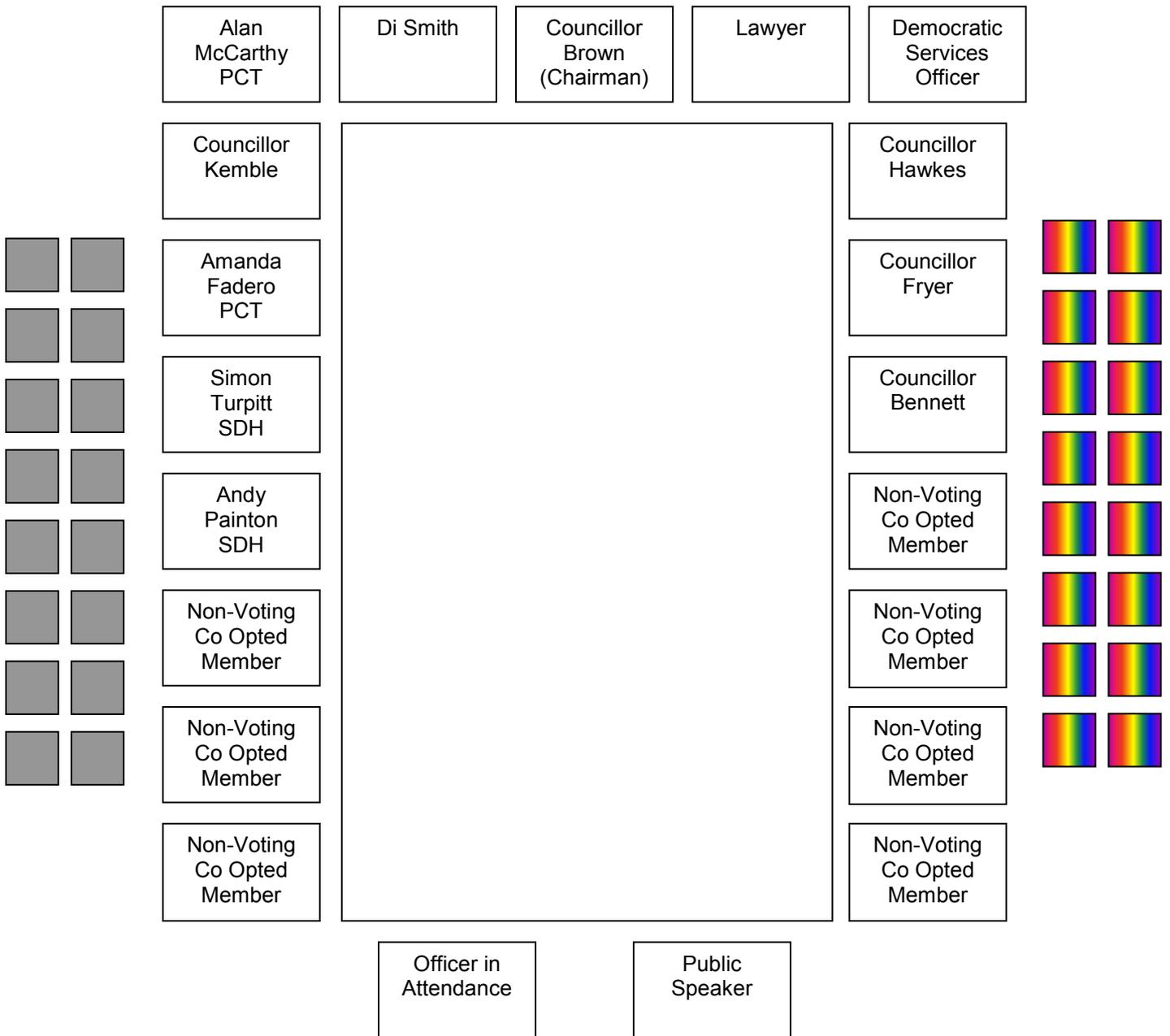
Brighton and Hove

Children & Young People's Trust Board

Title:	Children & Young People's Trust Board
Date:	19 July 2010
Time:	5.00pm
Venue	Council Chamber, Hove Town Hall
Contact:	John Peel Democratic Services Officer 01273 291058 john.peel@brighton-hove.gov.uk

	The Town Hall has facilities for wheelchair users, including lifts and toilets
	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter and infra red hearing aids are available for use during the meeting. If you require any further information or assistance, please contact the receptionist on arrival.
	FIRE / EMERGENCY EVACUATION PROCEDURE If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff. It is vital that you follow their instructions: <ul style="list-style-type: none">• You should proceed calmly; do not run and do not use the lifts;• Do not stop to collect personal belongings;• Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions; and• Do not re-enter the building until told that it is safe to do so.

Democratic Services: Meeting Layout



CHILDREN & YOUNG PEOPLE'S TRUST BOARD

The Following are requested to attend the meeting:

Councillors: Brown (Chairman), Bennett, Fryer, Kemble and Hawkes (Opposition Spokesperson),

Brighton & Hove Primary Care Trust: Alan McCarthy, Amanda Fadero

South Downs Health: Andy Painton and Simon Turpitt

Non-Voting Co-optees:

David Standing	Community & Voluntary Sector Forum
Gail Gray	Community & Voluntary Sector Forum
Andrew Jeffrey	Parent Forum
Graham Bartlett	Sussex Police Authority
Priya Rogers	Youth Council
Rose Suman	Youth Council
Caroline Parker	Head of Service City Early Years and Childcare
Kim Bolton	Special Community Schools Representative
Duncan Selbie	Brighton & Sussex University Hospitals Trust
Simone Button	CAHMS
Lisa Argent	Lead Practice Based Commissioner
Janet Thacker	Job Centre Plus
Dr Phil Harland	Further Education & Sixth Form Colleges
Catherine Keith	Peter Gladwin Primary School
Haydn Stride	Longhill Secondary School

AGENDA

Part One

Page

1. PROCEDURAL BUSINESS

- (a) Declaration of Substitutes - Where Councillors are unable to attend a meeting, a substitute Member from the same Political Group may attend, speak and vote in their place for that meeting.
- (b) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (c) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part 2 of the Agenda states in its heading either that it is confidential or the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

A list and description of the categories of exempt information is available for public inspection at Brighton and Hove Town Halls.

- 2. MINUTES OF THE PREVIOUS MEETING** **1 - 6**

- 3. CHAIRMAN'S COMMUNICATIONS**

- 4. CHILD POVERTY NEEDS ASSESSMENT** **7 - 20**
Report of the Assistant Director – Learning, Schools and Skills (copy attached)
Contact Officer: Matthew Wragg Tel: 01273 - 296805

- 5. WORKFORCE DEVELOPMENT** **21 - 50**
Report of the Director of Children's Services (copy attached)
Contact Officer: Annie McCabe Tel: 29-3646

- 6. JOINT STRATEGIC NEEDS ASSESSMENT** **51 - 56**
Report of the Director of Public Health (copy attached)

- 7. SERVICE REDESIGN AND COMMISSIONING REVIEWS** **57 - 64**

CHILDREN & YOUNG PEOPLE'S TRUST BOARD

Report of the Director of Children's Services (copy attached)

Contact Officer: *Sally Wadsworth*

Tel: 295060

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next Cabinet Member Meeting is 12 noon on the fifth working day before the meeting.

Agendas and minutes are published on the council's website www.brighton-hove.gov.uk. Agendas are available to view five working days prior to the meeting date.

Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

For further details and general enquiries about this meeting contact John Peel, (01273 291058, email john.peel@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Friday, 9 July 2010

BRIGHTON & HOVE CITY COUNCIL
CHILDREN & YOUNG PEOPLE'S TRUST BOARD

5.00pm 17 MAY 2010

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors: Brown (Chairman), Fryer and Hawkes (Opposition Spokesperson) and Kemble

Brighton & Hove Primary Care Trust: Alan McCarthy and Dr Louise Hulton

South Downs Health: Andy Painton, Mo Marsh and Simon Turpitt

Non-Voting Co-optees:

Gail Gray, Community & Voluntary Sector Forum

Eleanor Davies, Parent Forum

Graham Bartlett, Sussex Police Authority

Priya Rogers, Youth Council

Amanda Federo, Primary Care Trust

Also in attendance:

Apologies:

David Standing, Community & Voluntary Sector Forum

Andrew Jeffrey, Parent Forum

Rose Suman, Youth Council

PART ONE

50. PROCEDURAL BUSINESS

51a Declarations of Substitutes

51.1 There were none.

51b Declarations of Interest

51.2 There were none.

51c In accordance with section 100A of the Local Government Act 1972 ('the Act'), the Children & Young People's Trust Board considered whether the press and public should be excluded from the meeting during an item of business on the grounds that it was likely, in view of the nature of the business to be transacted or the nature of the

proceedings, that if members of the press or public were present during that item, there would be disclosure to them of confidential information (as defined in section 100A(3) of the Act) or exempt information (as defined in section 100I(1) of the Act).

51.3 **RESOLVED-** That the press and public not be excluded from the meeting.

51. MINUTES OF THE PREVIOUS MEETING

51.1 **RESOLVED-** That the minutes of the previous meeting held on 22 May 2010 be approved and signed as the correct record subject to the following amendment:

'48.4 The author of the report replied that this passage in the report was an attempt to capture the agreement to budgets by all parties. Upon reflection the summary given was perhaps unhelpful and should not be regarded as a precise indication of the agreement on overspends. The respective liabilities of the partners to the S75 agreement would be in accordance with the precise wording of the finalised agreement .

The Principal Litigation Lawyer clarified that it would be necessary to refer to the S75 agreement itself to determine the nature of the liabilities referred to, and it was likely that what the passage was referring to was not unlimited liability on any overspend, but legitimate overspend by the Trust as a whole being shared proportionately by the partners to the Trust.'

52. CHAIRMAN'S COMMUNICATIONS

52.1 The Cabinet Member informed Members that there would be a change in the running order of the meeting and agenda item 55 would now precede item 54.

53. CORPORATE PARENTING STRATEGY FRAMEWORK

53.1 The Board considered a report of the Director of Children's Services outlining progress in work undertaken in developing the next stage of Brighton & Hove's Corporate Parenting Strategy.

53.2 A Member noted the high proportion of looked after children over the age of 15 and enquired what measures were being undertaken to address issues in these age groups and the work undertaken in circumstances of exclusion.

53.3 The officers of the report responded that there was a robust co-operation in place with schools and educational psychologists to support those excluded within which continuous improvement was sought. With regard to those over 16, there were several systems in place including personal and financial packages, the retention of a social worker until the age of 21 and every care-leaver designated an Aim Higher Sussex co-ordinator.

- 53.4 A Member asked if there were any forums of that age-group that may be able to help give information to the Trust. The Board were informed that there were groups such as the 16+ Advisory Group but also an established forum with members who had been through the system that offered help and advice to those currently in it.
- 53.5 The officer of the report elaborated on the benefit of bringing together the Board Members resources and co-operation. He explained that the largest employers in the city were part of the Board and that an increased scope of the apprenticeship scheme currently in operation would be of huge benefit.
- 53.6 Board Members enquired on the on-going developments in the apprenticeship scheme.
- 53.7 The report author explained that the scheme was currently looking at ways to broaden the access and options of the apprenticeship and giving wider exposure to numerous occupations. There were also discussions continuing on the intention to 'fast-track' looked after children on to the scheme.
- 53.8 **RESOLVED-** That the Board agree to the proposals for the development of the Corporate Parenting Strategy.

54. FUTURE ARRANGEMENT FOR THE CHILDREN & YOUNG PEOPLE'S TRUST BOARD

- 54.1 The Board considered a report of the Director of Children's Service concerning proposed changes to the Trust Board arrangements to meet the requirements of the Statutory Guidance on co-operation arrangements including the Children's Trust Board and Children and Young People's Plan and the Roles and Responsibilities of the Lead Member and the Director of Children's Services.
- 54.2 The Director of Children's Service relayed to Members that the report was based upon central government guidance on re-constitution and was the continuation of changes to the Section 75 agreement.
- 54.3 Members discussed the matter of collective responsibility and individual accountability contained in the Terms of Reference (Appendix 2).
- 54.4 The Director of Children's Services informed the Board that she had confidence in all partners' individual and collective capability to deliver the Children and Young People's Plan in a challenging fiscal environment with difficult budget demands.
- 54.5 A Member asked if there was a long-term timetable for the introduction of sub-groups that had been delayed under the proposals.
- 54.6 The Director of Children's Service responded that sub-groups for the Board had not yet been ruled out but had been delayed in the interest of safeguarding and strengthening

during this period of change to the Board. The Cabinet Member added sub-groups would be used if they were needed.

- 54.7 In reference to Item 5.4.1 and 5.4.2 of Appendix 2, a Member of the Board enquired how the stated accountability would work.
- 54.8 The Director of Children's Services answered that the Local Safeguarding Children Board (LSCB) would give accounts on partners effectiveness via an Independent Chairs Report.
- 54.9 **RESOLVED-** That the Board agree the recommendations of the report as follows:
- (1) To re-constitute the Children and Young People's Trust Board to meet the requirements of the Statutory Guidance on co-operation arrangements (2010) and establish a new Children's Trust Board with the membership proposed by the local authority (paragraph 3.9. and Appendix 1).
 - (2) The Chair of the Children's Trust Board will be the Lead member for Children's Services (paragraph 3.11).
 - (3) To adopt the draft Terms of Reference for the new Children's Trust Board (paragraph 3.12 and attached as Appendix 2)
 - (4) The proposal not to establish sub groups of the Children's Trust Board at this stage (paragraph 3.14).
 - (5) The draft work programme for the Children's Trust Board (paragraph 3.15 and attached as Appendix 3).
 - (6) To receive a further report in respect of the necessary transitional arrangements to ensure that the city's Children and Young People's Plan complies with Statutory Guidance by April 2011.
 - (7) That this will be the final meeting of the Children's Board in its current constitution. The new Children's Board will commence business at the next meeting.
- 54.10 The Cabinet Member conveyed her thanks to all Members for their co-operation and negotiation and passed on her gratitude to those Members that would be stepping down after this meeting for their service.

55. UNDERSTANDING INTERVENTION: THE TIER APPROACH FOR CHILDREN AND YOUNG PEOPLE (PRESENTATION)

- 55.1 The Board considered a report and presentation of the Director of Children's Services concerning the Tiered Intervention approach for children and young people. The presentation included:
- The Values and Principles in children protection work including the safeguarding and promotion of the welfare of children and levels and means of engagement with children and parents.
 - Tiered service operations including Team Around the Child, School Nurses, Children's Centres Services, Children and Adolescent Mental Health Services, Targeted Youth Support, Connexions and Social Services.
- 55.2 A Member enquired on the nature of the foundations and resources for partners in the scheme.
- 55.3 The report author responded that the approach was mindful of delivering the right services for the best outcomes. There were currently internal and external pursuits towards this partnership. Resources were in the process of being identified and would certainly include a website.
- 55.4 A Member queried about those that needed intervention at a later age.
- 55.5 The report author responded that all those involved were mindful of those coming in to the system at a later stage and would ensure that those at risk would be identified and given the utmost and accurate level of care.
- 55.6 **RESOLVED-** That the presentation on the Tiered Approach for Children and Young People be noted.

56. NHS BRIGHTON & HOVE OPERATING PLAN 2010/11

- 56.1 The Board considered a report of the Brighton and Hove Primary Care Trust concerning their Annual Operating Plan for 2010/11. The report was supplemented by a synopsis of the report in the form of a presentation.
- 56.2 Members enquired about how the recent changes in central government might effect long-term spending commitments and plans.
- 56.3 The report author replied that many different scenarios had been taken into account in the formulation of financial plans in advance of a potential change and the most applicable would be adopted.
- 56.4 **RESOLVED-** That the report of the Brighton and Hove Primary Care Trust and the supplementary presentation be noted by the Board.

The meeting concluded at 6.27pm

Signed

Chair

Dated this

day of

Subject:	Local Child Poverty Needs Assessment and Needs Analysis Trial		
Date of Meeting:	19th July		
Report of:	Jo Lyons, Assistant Director – Learning, Schools and Skills		
Contact Officer:	Name: Matthew Wragg	Tel: 29-3944	
	E-mail: matthew.wragg@brighton-hove.gov.uk		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Child Poverty Act 2010 places new duties on the council and the partners of the Local Strategic Partnership (LSP) to:
- i. **Cooperate** to put in place arrangements to work to reduce, and mitigate the effects of child poverty in their local area;
 - ii. Prepare and publish a **local child poverty needs assessment** to understand the drivers of child poverty in their local area and the characteristics of those living in poverty; and
 - iii. Prepare a **joint child poverty strategy** setting out measures that the local authority and each named partner propose to take to reduce, and mitigate the effects of, child poverty in their local area.
- 1.2 The Children and Young People's Plan (CYPP) addresses child poverty under Strategic Improvement Priority 4: Reduce child poverty and health inequality. Specifically Initiative 2c (Joint Strategic Action) states that partners will:
- Work with the Public Service board and, as part of the city's Joint Strategic Needs Analysis programme, complete a Child Poverty Needs Assessment and Action plan to inform the Local Area Agreement and comply with anticipated statutory guidance
- 1.3 Appendix 1 outlines the approach to complete the local child poverty needs assessment in Brighton & Hove. This paper was taken to the city's Public Service Board (PSB) on 08 June by the Director of Children's Services.

2. RECOMMENDATIONS:

- 2.1 The Board is asked to discuss and agree the approach to complete the local child poverty needs assessment outlined in Appendix 1.
- 2.2 The Board is asked to oversee progress on the local child poverty needs assessment and subsequent development of the joint child poverty strategy through regular updates.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Brighton & Hove City Council with the PSB are currently running a number of initiatives to prepare a citywide approach to commissioning service delivery in order to achieve the outcomes identified in the refreshed Sustainable Community Strategy.
- 3.2 The local child poverty needs assessment was therefore agreed at the PSB to be conducted as a trial of the draft Intelligent Commissioning Needs Analysis Template in order that learning from the process should be used to inform future commissioning activity. In order to do this the local child poverty needs assessment aims to complete by October 2010.
- 3.3 Completion of the local child poverty needs assessment by October will also allow time to consult partners on the findings and develop the joint child poverty strategy with them by April 2011 in accordance with the statutory requirements,
- 3.4 The CYPT Board is asked to oversee progress on the new child poverty duties as part of its regular monitoring arrangements for the Children & Young People's Plan and in particular the strategic objective for Child Poverty and Health Inequality.

4. CONSULTATION

- 4.1 A paper on the requirements of the then forthcoming child poverty duties was taken to the Children & Young People's Overview & Scrutiny Committee (CYPOSC) in January 2010. An update on more recent developments is being taken to the next CYPOSC meeting.
- 4.2 The proposals contained in this report were discussed and approved by the PSB on 08 June. The Partnership Managers Group (PMG) was also consulted on 11 June and agreed the proposals.
- 4.3 The main issue raised through consultation is that child poverty should be presented in a meaningful and engaging way. As well as statistical

information a key intention of the needs assessment will be to provide examples of what poverty actually means for families and also what can most practically be done to make a difference.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There are no additional direct financial implications arising from the recommendations in this report. Once completed, the Local Child Poverty Needs Assessment will influence future commissioning and budgetary decisions. Appropriate funding will need to be agreed for any additional costs that are identified as a result of this.

Finance Officer Consulted: Jeff Coates

Date: 21.06.10

Legal Implications:

- 5.2 The statutory framework for the proposals are as set out in the report, and will further assist the partners to the Children's Trust in meeting their duties to promote the five well being outcomes in the Children Act 2004.

Lawyer Consulted: Natasha Watson

Date: 21.06.10

Equalities Implications:

- 5.3 The local child poverty needs assessment will account for factors that contribute to social and economic exclusion. Recommendations in the subsequent joint child poverty strategy will aim to improve equality in life chances for all children within the city. An Equalities Impact Assessment will be carried out as the strategy is developed.

Sustainability Implications:

- 5.4 Effective partnership working to tackle child poverty in the city and also the contribution of this needs assessment to the development of shared commissioning processes will help to deliver the outcomes within the Sustainable Community Strategy.

Crime & Disorder Implications:

- 5.5 Work to tackle child poverty nationally highlights a number of issues that may relate to crime and disorder both within the family home and also the wider community. The local needs assessment will include work with police to identify what are the most pressing related issues in Brighton & Hove.

Risk and Opportunity Management Implications:

- 5.6 The risk, particularly in the current economic climate, is an increase in the number of children living in poverty due to a wide range of factors including employment, financial support, education and child care, health support, housing quality and local neighbourhoods.
- 5.7 The opportunity is to work better with partners within the city to understand and measure the impact of different services on poverty and life chances.

Corporate / Citywide Implications:

- 5.7 This will lead to a comprehensive picture of who is living in poverty and the drivers of poverty within different areas of the city. In line with the move toward joint commissioning between the council and other partners within the city the aim is to prioritise and coordinate those actions which will have the greatest collective impact on reducing poverty.

SUPPORTING DOCUMENTATION

Appendices:

- 1. *Intelligent Commissioning (IC) Needs Analysis Trial – Child Poverty*, Brighton & Hove Public Service Board, 08 June 2010



Project Initiation Document	
Project:	Intelligent Commissioning (IC) Needs Analysis Trial – Child Poverty
Date:	24/05/10
Author:	Di Smith, Director of Children’s Services, Brighton & Hove City Council

1. Reasons

- 1.1 The Child Poverty Act 2010 place new duties on the council and the partners of the LSP to:
- i. **Cooperate** to put in place arrangements to work to reduce, and mitigate the effects of child poverty in their local area;
 - ii. Prepare and publish a **local child poverty needs assessment** to understand the drivers of child poverty in their local area and the characteristics of those living in poverty; and
 - iii. Prepare a **joint child poverty strategy** setting out measures that the local authority and each named partner propose to take to reduce, and mitigate the effects of, child poverty in their local area.
- 1.2 This paper concerns the process for completing the local child poverty needs assessment in Brighton & Hove. Given the current move toward commissioning against outcomes, it recommends that partners trial the IC Needs Analysis Template and Guidance (Appendix 1) for the child poverty needs assessment in order that learning from the process be used to inform future commissioning cycles.

2. Project Description

- 2.1 Di Smith, Director of Children’s Services for Brighton & Hove City Council will lead the local child poverty needs assessment with project support from BHCC officers and with commitment from partners to input at the strategic level and to make relevant expertise and data available.
- 2.2 The needs assessment will be conducted using the draft Needs Analysis Template and Guidance. This has been developed by the BHCC Analysis and Performance Team taking the health originated Joint Strategic Needs Assessment (JSNA) as its model and drawing on professional experience of the JSNA process within the city.

- 2.3 The assessment is proposed in three distinct phases:
- i. Analysis of existing and available data
 - ii. Capturing public and professional ‘voice’ – including the views of children and families
 - iii. Identifying gaps to inform recommendations for future needs analysis and commissioning
- 2.4 National statistics, learning from child poverty Beacons and pilots, along with analysis of local data will be used to scope the child poverty needs assessment. The scope will need to be cross-checked with the two proposed IC Pilots – Drugs & Alcohol and Domestic Violence – as there are implicit links between these and child poverty.
- 2.5 Links to other relevant statutory assessments within the city, including the Childcare Sufficiency Assessment and the Local Economic Assessment, will also be made.
- 2.6 The four common ‘building blocks’ identified by the Child Poverty Unit will be used to help define the range of services that will be included in the needs assessment :
- i. Parental employment and skills
 - ii. Financial support
 - iii. Education, early years provision and childcare, health and family support
 - iv. Housing and neighbourhoods
- 2.7 Cross sector task and finishing groups will be convened to oversee production of the child poverty needs assessment and subsequent development of the joint strategy. Members of PSB should nominate any staff or representatives who they believe should be involved in the needs assessment or subsequent development of the strategy.

3. Benefits

- 3.1 Benefits of a robust needs assessment will include:
- Detailed understanding of the local drivers of child poverty, including significant factors such as housing costs and in work poverty
 - Learning from the process to inform development of the Needs Analysis Template and Guidance for the IC commissioning cycle
 - Given the breadth of issues surrounding child poverty this will be a useful test of outcome focussed rather than service aligned analysis
 - Connection with the two IC Pilots – Drugs & Alcohol and Domestic Violence – should be made and recommendations complement each other

- Solid evidence base for development of a joint child poverty strategy that prioritises actions and commissioning that will have the most significant impact
- Contribution by the city to the commitment to eradicate child poverty nationally by 2020

4. Risks

4.1 There is an established and continuing commitment to tackle child poverty in the city (section 8). Risks associated with the process include:

- A tight timescale to complete the range of analysis required for such broad outcome, therefore defining the scope is crucial and prioritising key areas
- An incomplete picture of child poverty based on limited consideration/available data of social and economic factors
- With the result that resources are not most usefully targeted to prevent or lift children out of poverty, particularly in the climate of reduced public spending

5. Resources

5.1 The following support has been identified by BHCC to support the LSP to complete the local child poverty needs assessment:

BHCC Policy Unit

- Project management and strategy development
- Links to IC partnership development
- Capture and coordinate learning from the needs assessment with the learning from the IC Pilots

CYPT

- City Early Years and Childcare Team – Operational support, analysis and strategy development
- Performance and Development Team – developing and maintaining the child poverty profile for the city through BHLIS

BHCC Analysis and Performance

- Support on data analysis and developing the BHLIS profile
- Oversee and implement the use of the draft needs analysis template.

5.2 Further support is/will be requested from the following:

PSB

- Partner agencies are requested to offer relevant expertise and knowledge to the needs assessment process, as per the appropriate 'building blocks' (see 2.6)

- CVSF in particular is important to help capture views of both professionals and the public through community based advice and support agencies

National Support

- The Centre for Excellence and Outcomes in Children and Young People's Services (C4EO) is offering tailored peer support to help develop child poverty strategies to November 2010

6. Timescale

6.1 Indicative timescales for the work are as follows, though a more detailed project plan will be agreed once the task and finishing groups meet

- June/July – convene task and finishing groups to finalise scope
- June - August – data analysis (phase 1)
- July - September – public/professional voice (phase 2)
- August – October – identifying gaps/recommendations (phase 3)
- September – update on early findings to LSP
- October/November – report findings of needs assessment; learning from process fed into first IC cycle
- November to April 2011 – develop and publish joint child poverty strategy

It is imperative that the needs assessment finish by October 2010 in order for the learning from the process to usefully feed in IC preparations.

7. Partnership Working Implications

7.1 Besides the statutory duty to cooperate there is already a collective will to take action on child poverty. Partnerships are already in place which capture the range of issues as identified in the four 'building blocks'. The key is to engage the family of partnerships effectively in view of the timescale and range of other IC activity that is currently taking place.

7.2 Partnership task and finishing groups will be convened for the period outlined above, meeting periodically to the completion of the strategy. There is a statutory requirement on the local authority and partners to refresh the local needs assessment and joint strategy every three years as a minimum. By the next round this will happen within the new commissioning arrangements for the city.

8. Monitoring & Quality Assurance

8.1 Progress will be monitored through a number of channels:

Local Area Agreement (LAA) – Brighton & Hove selected NI 116, the national indicator for child poverty, in 2008. The first detailed national income data at the lowest geographical level (LSOA) has only recently been released and shows a wide variation in levels of poverty across the city.

CYPT Board – Reducing Child Poverty and Health Inequality is identified as one of four overarching strategic priorities in the new Children & Young People’s plan. Quarterly monitoring reports are taken to the CYPT Board.

LSP and PSB –updates on the findings of the needs assessment and proposals to develop the strategy will be brought to the LSP in September

Children & Young People’s Overview and Scrutiny Commission (CYPOSC) – Historically members of CYPOSC have shown a historical interest in child poverty. A paper was taken in January which invited representatives to be involved in the task group, as well as updates being taken to CYPOSC on progress

JSNA Steering Group

The remit of the existing JSNA Steering Group is being extended to include wider city needs analysis under Intelligent Commissioning. The group has expertise of the JSNA process and will be able to assist quality assurance of the child poverty trial.

Appendix 1: Needs Analysis Template and Guidance

This template is designed to bring together the key points for each topic as headlines with references and hyperlinks to information sources (this might include profiles and documents and data on BHLIS and other websites, and shared drives within BHCC and NHS Brighton and Hove). It is adapted from the Brighton & Hove JSNA template and guidance notes.

We do not want to repeat data that we have elsewhere but pull the headlines together in one place so each point should be limited to a couple of sentences.

Key points:

- Hyperlink external sources (references, data)
- Ensure data is in line with core dataset and other sources (hyperlink to available data)
- As an overall guide each completed section should not exceed 4-5 pages
- Introduction, Key issues and gaps, and Recommendations should ideally fit onto one page

Introduction and background
<p>This section should set the scene for the topic by outlining</p> <ul style="list-style-type: none"> ▪ What is the issue and why is it important ▪ The national and strategic context ▪ A couple of key points to illustrate the problem. ▪ Scope – Issues to be covered <p>Include here where there are any inclusion / exclusion criteria to what is being considered plus links to other relevant analysis and reports.</p>
Key issues and gaps
Issues and gaps related to incidence / prevalence and service provision
Recommendations for Commissioning
Recommendations for commissioning activity related to issues of need and gaps in service provision. This section should not be used to highlight gaps in data or knowledge.
Timeframe
Date completed
Timescale for review

What are the problems and issues and why

Describe in broad terms. Are there people or groups 'at risk'

Detail should include why it is considered to be a problem or issue and any **inequalities**

This will include:

- Modifiable factors, e.g. due to socio-economic context and lifestyle.
- 'Fixed' factors, e.g. age, gender, ethnicity and family history.

The level of need in the population

Data on prevalence, incidence and trends

Comparison of Brighton and Hove to national as well as other areas of country and to ONS peers and other relevant comparators.

Distribution of need across the city

Where appropriate use population segmentation (e.g. MOSAIC)

Position in relation to any targets to be met

Note any (in)equalities issues, including consideration of each of the following:

- Race & Ethnicity
- Religion / belief
- Age
- Gender
- Sexual orientation
- Disability
- Socioeconomic Status
- Transgender
- Carer
- Pregnancy, maternity, breastfeeding
- Marriage / civil partnership
- Tenure
- Household composition / single parents
- Others as appropriate

Highlight any changes in the current analysis of need from any previous needs analysis

Current services in relation to need
Describe current services, and quality of services, giving activity as much as possible. Highlight trends in service use. Give voice to professional and service users' views Highlight progress or changes made since the previous analysis of need. Consider 'Inverse Care Law' in relation to provision/access to services. How do current/future services: promote equality; eliminate discrimination; promote good relations between groups.
Funding and workforce
An analysis of spend in the area including, service spend and budgets, benefits, and funding sources Workforce: specifically in relation to any standards/recommendations.
Projected service use and outcomes in 3-5 years and 5-10 years
Consideration of the effect of population change, Predictive risk modelling should be used where appropriate Horizon scanning e.g. developments or legislation that may affect need or prevalence
Views of public
Give voice to service users and non users, residents and community groups Make reference to the use of the Community Engagement Frame Work Note where consultation is lacking
Views of professionals
Give voice to professional views Note where consultation is lacking
Expert opinion and evidence base
Details of the national and local evidence used to inform knowledge on this topic, for example this might include NICE guidance or local evaluation. Key evidence on effectiveness and cost-effectiveness. Highlight any key changes in evidence to inform de-commissioning.

<p>Key resources for evidence base are</p> <p>For assistance with searching for evidence contact:</p> <p>Note where evidence lacking</p>
<p>Unmet needs and service gaps</p>
<p>By comparing the overall need within the city and comparing it with the level of service provision currently in place, highlight here known needs and known or presumed gaps in provision.</p> <p>Highlight any over-provision of services to inform de-commissioning.</p>
<p>Recommendations for Commissioning</p>
<p>Identify the areas of need to be addressed through commissioning.</p> <p><i>What needs to happen not necessarily how it is achieved.</i></p> <p>Identify any services that may require decommissioning.</p>
<p>Recommendations for needs assessment work</p>
<p>Note and prioritise gaps in the information available in the area covered by the chapter – this includes gaps in public/service user views.</p> <p>Note gaps in available evidence</p> <p>Note data quality gaps</p> <p>Where possible clear tasks to be undertaken in order to improve that quality of future needs analysis.</p>
<p>Key contacts</p>
<p>Leads within Council and NHS Brighton and Hove (and other partners where appropriate)</p> <p>Key commissioning groups</p>
<p>Key supporting documents</p>
<p>Include any relevant local strategies, impact assessments etc</p>

Subject:	CYPT Workforce Development		
Date of Meeting:	19 July 2010		
Report of:	Director of Children's Services		
Contact Officer:	Name:	Annie McCabe	Tel: 29-3646
	E-mail:	Annie.mccabe@brighton-hove.gov.uk	
Key Decision:	Yes/No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 The purpose of this report is to provide the CYPT Board with an overarching understanding of workforce development in the CYPT and progress to date, this will enable the Board to decide on future arrangements to review and monitor workforce development

1.2 The People Development Strategy (PDS) is the CYPT's workforce development strategy. It brings together in one coherent framework all the learning & development aims for people who work or volunteer with children & young people in Brighton & Hove

1.3 The strategy can be viewed at: (www.brighton-hove.gov.uk/peopledevelopment)

1.4 The People Development Strategy supports achievement of the CYPT's vision for children and young people in the city, particularly through Strategic Improvement Priority 4: 'Develop the CYPT partnership and drive integration and value for money'

2. RECOMMENDATIONS:

2.1 To use the report to inform the Board in their role of monitoring the progress and impact of workforce development across the CYPT in support of the delivery of the CYPP.

2.2 To identify any aspects of workforce development where the Board requires more detailed information in future reports

2.3 Board members champion active engagement in appropriate workforce development across the CYPT partnership particularly in their individual agencies.

2.4 The CYPT board continues to support workforce development as a priority to maintain the good work that has already been achieved and build further upon this.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 Context

The CYPT People Development Strategy (PDS) 2009 - 2012 was developed under the steer of the CYPT's Workforce Development Partnership Group (which had representatives from all CYPT partners). The strategy was informed by the CYPT's local vision, the Children & Young People's Plan (CYPP) and the government's 2020 vision for "world class children's workforce". It actively promotes effective integrated/partnership working across all parts of our local children's workforce.

3.1.1 As an organisation the CYPT directly manages and/or employs approximately 6,200 people (including school based staff who account for 78% of the workforce). A key partnership is with the third sector which includes an estimated 450 organisations/projects delivering services targeted at children, young people and families. This sector employs about 1,500 paid staff. They also involve an estimated 6,000 volunteers working five or more hours each week – equivalent to over 800 full time staff

3.2 The People Development Strategy (PDS)

3.2.1 The PDS has three strands:

1. Learning & development expectations of everyone who works or volunteers with children & young people in the city
2. Learning & development for specific roles/professions
3. Learning & development for directly CYPT employed/managed staff

3.2.2 Learning and development is set out in each of these three strands. Each strand builds on the previous one and is underpinned by our key principles, which are that:

Everyone who works or volunteers with children & young people will:

- Work in ways which will engender the respect, confidence and trust of children, young people and their families and carers
- Ensure all children & young people are protected from harm and neglect
- Work together as a team around every child and their family where additional support is needed to achieve their potential
- Engage local children and young people and their families who receive our services in the design, delivery and evaluation of learning & development
- Create opportunities to learn and develop together, learning across sectors wherever appropriate

3.3 Progress of strand one: Shared vision; core skills and knowledge; safeguarding and integrated working

3.3.1 An integrated induction programme is now in place for all newly appointed staff and managers This promotes the CYPT's shared vision and values, combining an online interactive module which explains the principles and practice of the CYPT partnership and a 'face to face' day which introduces the Children's Workforce Development Council's (CWDC) common induction standards and allows new staff to meet and talk with the

director of children's services (DCS). Induction guidance for managers ensures that they support all new staff to access induction appropriately and build this into any probationary requirements. This includes training on safeguarding and other mandatory training.

3.3.2 All third sector staff and volunteers, together with school staff are encouraged to attend appropriate elements of the CYPT Induction.

3.3.3 New managers have an additional bespoke induction session which ensures they understand their responsibilities as managers within an integrated children's service (including supervision).

3.3.4 An annual CYPT staff conference is now an established event. Staff evaluation show this to be a valued way for all staff to contribute to the development of improved integrated working, deepening understanding of local priorities and engaging directly with senior leaders.

3.3.5 In partnership with the Community and Voluntary Sector (CVS) we have established a nationally acknowledged 'core skills and knowledge programme'. This provides integrated training and development opportunities for every one in Brighton & Hove who works or volunteers with children and young people to enable them to work effectively together. Based on the CWDC's 'Common Core of Skills and Knowledge' for working with children and young people, it is designed and delivered in partnership with local third sector providers

3.3.6 Integrated safeguarding training is a key part of the core of skills and knowledge programme. This part of the programme has been designed with and is delivered primarily by the Local Safeguarding Children's Board (LSCB) training sub group to meet the interagency training requirements set by the LSCB. Increases in demand and evidence from a recent evaluation has led to provision for LSCB training to double in 2010/11

3.3.7 Alongside this we offer a specialist safeguarding training programme for school staff. We are also supporting local voluntary sector partners with bespoke 'single agency' safeguarding training to smaller organisations and are supporting the CVS's 'vetting, barring and safeguarding' conference later this year.

3.4 Progress of strand two: professional/role specific learning & development

3.4.1 Arrangements are in place to ensure those staff in roles with statutory induction requirements are enabled to meet these (eg. newly qualified teachers). We are also taking part in the CWDC's national pilot for newly qualified social workers (NQSW). 17 NQSWs are currently involved and early informal evaluations are very positive.

3.4.2 Specialist learning & development plans/programmes and arrangements are in place to address the specific needs of the following professions/roles:

- Social workers (directly employed)
- Early years and childcare workers (private, voluntary and independent sector)
- School based staff (headteachers, governors, teachers and support staff)
- Youth Support Services (multi agency)

- National health service/South Downs health staff
- Foster carers

3.5 Progress of strand three: directly managed children's workforce

3.5.1 We are currently undertaking a complete review of supervision arrangements for all CYPT managed staff to ensure the quality and safety of the services provided for children and young people. This will make certain arrangements in the CYPT meet CQC, Ofsted and employer requirements.

3.5.2 We have identified two workforce areas where we currently have recruitment and retention challenges (school headteachers and social workers). We have developed and put in place actions plans to address each of these. Social Workers' needs are being addressed as part of comprehensive plans being developed in response to the Social Work Reform Board report and headteacher recruitment is being addressed in partnership with the National College.

3.5.3 We have worked with Adult Social care and BHCC organisational development to jointly pilot a leadership development programme for service and senior team leaders at Level 5 as this was a gap identified. 10/11 managers from the CYPT are currently taking part in this programme. Successful completion will allow those managers to further develop and complete a Foundation Degree.

3.5.4 There are arrangements in place to fund compulsory qualifications/career development for appropriate staff and some limited funding available for specialist training for teams or individual staff whose needs cannot be met through the core skills or the council's learning & development programme.

3.5.5 We have an annual bursary scheme in place to which staff with their manager's support can apply for funding for training to support career development

3.6 Issues and challenges

3.6.1 A group of officers and partners who hold any responsibility for development of members of the children's workforce (the CYPT training consortium) drives forward the strategy. The group has worked effectively in partnership to achieve a great deal over the last year, however there remains much work to do, including resolving the following issues:

3.6.2 Involvement of schools and the third sector in both induction and the core skills programme is low and we continue to work with the CVS and schools to address this

3.6.3 The children's workforce includes council staff who work for part of their time with children & young people or are responsible for their outcomes as part of their role (eg library staff, museum workers, health and fitness providers). These workers should also have the common core of skills and knowledge. We need to establish ways of ensuring they access the core skills programme appropriately as part of their learning and development

3.6.4 Accurate and reliable workforce data (workforce profiles/training histories etc) provides a foundation of effective workforce planning. The council is introducing a new HR

system which should improve the present unsatisfactory position. However, merging data sets with other organisations (eg SouthDowns Health) is resource heavy and we have very limited capacity to take forward this work.

3.6.5 Many staff apply to the CYPT bursary scheme to support qualification training for roles to which they aspire (e.g. social workers or teachers). However costs are extremely high and as a result most staff are disappointed. This may contribute to lowering staff morale.

3.6.6 The removal of ringfencing from central government grants for workforce development leaves workforce development in the CYPT very vulnerable. A number of activities (e.g. future qualifications, specialist training and the bursary scheme), have been suspended until there is further clarity regarding budgets. The CYPT board will need to agree workforce development as a priority if it wants to maintain the good work that has already been achieved and build further upon this.

4. CONSULTATION

None relevant

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

5.1.1 Cabinet's decision to suspend new expenditure pending the government's announcement on in year efficiencies will limit training and development provision this financial year.

5.1.2 In addition future changes to government grants and funding arrangements resulting from the comprehensive spending review together with reductions in funding from 'Arms Length Government Organisations (ALMOs) (e.g. CWDC, National College and the Training & Development Agency) may result in some streams of work reducing or ceasing in the future.

5.1.3 As a result of the above it is important that developments within the report for the Service will be funded from within the existing budget or external funding. It is important that for all developments the financial position is reviewed regularly in line with the Targeted Budget Management Timetable (TBM) to ensure there are no additional costs to the council.

Finance Officer Consulted: Paul Brinkhurst Name Date: 18/06/10

5.2 Legal Implications:

5.2.1 Under the terms of reference the Children's Trust Board should promote consistent adoption and use of integrated processes and tools available to support integrated working through the CYPP. Workforce development supports this aim.

5.2.2 The Board is further concerned with developing and monitoring the CYPP. The CYPP must include a local workforce strategy to help create a workforce which delivers improved outcomes for children. The partnership's multi-professional People Development Strategy is described in the current CYPP as one of the key initiatives driving forward organisational development. The statutory guidance for children's trusts makes plain that safeguarding and improving outcomes for children is a top priority for children's trusts.

5.2.3 As employers involved in providing work with children, the members of the CYPT will wish to be satisfied that their workforces are being offered sufficient ongoing training to be able to recognise and deliver their statutory duties in respect of children.

Lawyer Consulted: Natasha Watson Date: 29.0610

5.4 Equalities Implications:

None identified

5.5 Sustainability Implications:

None identified

5.6 Crime & Disorder Implications:

None identified

5.6 Risk and Opportunity Management Implications:

None identified

5.7 Corporate / Citywide Implications:

The CYPT People Development Strategy was planned to complement and avoid any duplication of the corporate training and development programmes. Service managers meet regularly to ensure coherence.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

None identified

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 To ensure that the direction and delivery of workforce development in the CYPT is contributing effectively to achieving the aims of the Children & Young People's Plan

SUPPORTING DOCUMENTATION

Appendices:

1. CYPT People Development Strategy

Documents in Members' Rooms

1. CYPT Core Skills and Knowledge Programme

Background Documents

1. Brighton & Hove's Children & Young People's Plan
2. 2020 Children and Young People's Workforce Strategy (DCSF Sept 2009)



Brighton & Hove
Children and Young People's Trust

CYPT People Development Strategy 2009 – 2012



Contents

Introduction	Page 3	Part One: For everyone who works and volunteers with children and young people in Brighton & Hove	12
The local and national context	4	Part Two: For those in specific professions or roles	14
National Children’s Workforce	5	Part Three: For those who are directly managed / employed by the CYPT as an organisation	17
Workforce profile for CYPT Partnership	6	The One Children’s Workforce Tool	19
The Children & Young People’s Trust vision	7	Glossary of terms	20
Our vision for everyone who works or volunteers with children and young people in Brighton & Hove	8	Appendices	20
Our principles	9		
Who is included in the “One Children’s Workforce”	10		

Introduction

The purpose of this document is to bring together the learning and development aims for everyone who works and volunteers with children and young people as part of the Children & Young People's Trust Partnership, and those who contribute to our local Children & Young People's Plan (CYPP).

Our overall outcomes will be achieved by 2020. This Strategy sets out our strategic objectives, together with key activity for the next three years. Each of the objectives are supported by an action plan which reflect national recommendations, guidance and governance requirements.

Progress against actions and objectives will be monitored and reviewed by the CYPT Workforce Development Partnership Group and supported by the Training Consortium. The CYPT Board will receive reports of our progress as part of CYPP governance arrangements.

The information in this strategy is relevant to everyone who works or volunteers with children and young people in Brighton & Hove.

The CYPT People Development Strategy can be viewed online at:
www.brighton-hove.gov.uk/peopledevelopment



The local and national context

Brighton & Hove City Council hosts the Children & Young People's Trust (CYPT) which was formed in 2006. It is both a partnership and an organisation. The CYPT as an organisation provides and commissions education, health and social care services for children and young people in the city. It sits at the heart of the CYPT Partnership which includes NHS Brighton & Hove (previously the PCT), the Strategic Health Authority, the police and community, private, independent and third sector organisations, which provide a rich variety of services and opportunities for children, young people and their families in the city.

The CYPT Partnership works together to make children's services more effective and accessible, and focused around the needs of approximately 52,000 children and young people in the city.



The National Children's Workforce

Key

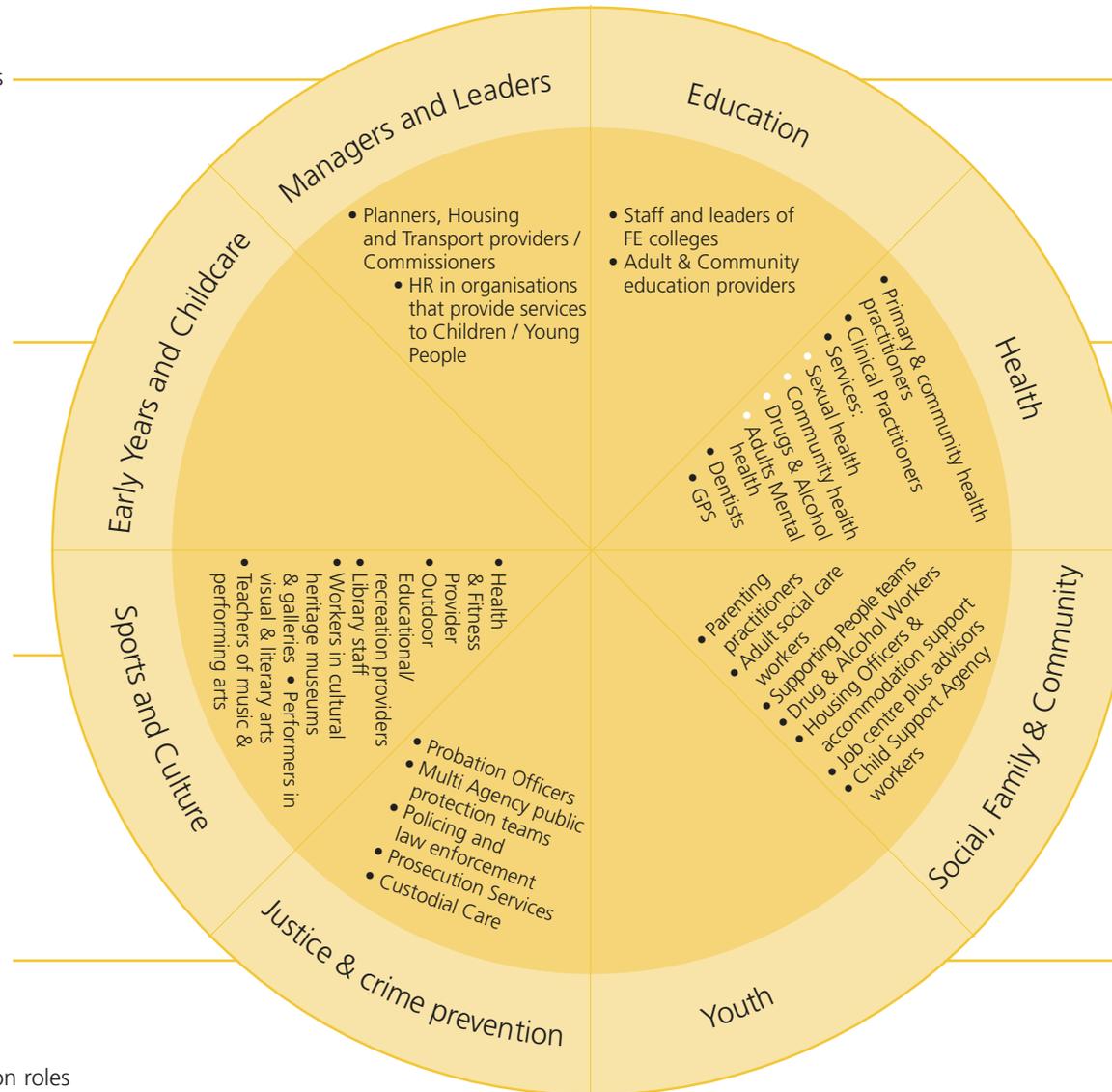
- People who work or volunteer with children, young people and / or their families part of the time, or are responsible for their outcomes as part of their jobs
- People who work or volunteer with children, young people and their families or are responsible for their outcomes all the time.

- Strategic, senior and middle managers in all Children's Trust partner organisations.
- All commissioners of services for children and/or young people

- Managers, deputies, assistants and workers in; Playgroups, Children's Centres, Day Nurseries, Nursery Schools, Nursery classes in Primary Schools
- Registered childminders and nannies
- Play workers

- Sports coaches and officials
- Sports and FE Sport Co-ordinators
- County Sports development officers
- Sport competitions managers
- School library service

- Youth Offending teams
- Staff and managers of: Youth Offending Institutions, Secure Training Centres, Secure Children's Homes
- Police in school liaison / child protection roles



- Head Teachers
- Teachers
- Providers of extended school activities
- Behaviour & educational support teams
- Educational Psychologists
- Learning mentors
- 14 – 19 providers
- Educational Welfare Officers
- School Support
- School Meal Staff

- Health Visiting teams
- School Nurses
- Community Children's Nurses
- Children's Nurses
- Child Psychologists
- CAMHS
- Paediatricians and sub-specialists
- Community paediatricians
- Children's Allied Health professionals
- Teenage pregnancy workers

- Children and families social workers
- CAFCASS Advertisers
- Foster carers
- Private foster carers
- Outreach and family support workers
- Managers and staff in: family centres, day centres and residential children's homes
- Portage workers
- Play workers

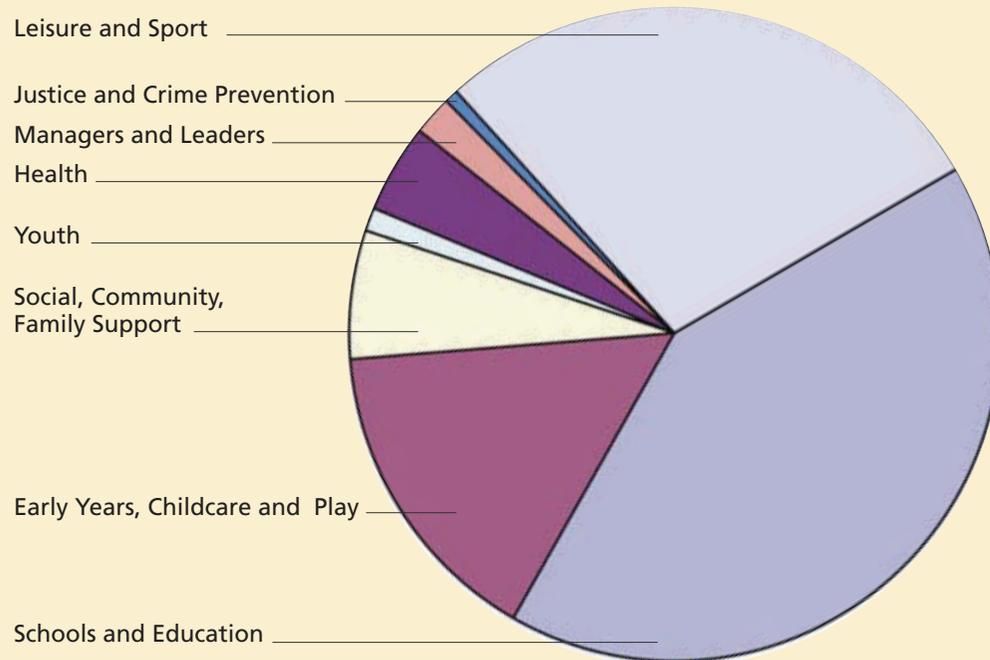
- Connexions personal advisors
- Youth Workers
- Youth support workers
- Youth workers in voluntary, community or faith sector
- Young Peoples housing and accommodation support workers

Workforce profile for CYPT Partnership

The CYPT as an organisation has a directly employed and managed workforce of local authority and health service staff of approximately 6,200 people. This includes the schools based workforce which accounts for approximately 78% of the local authority workforce. Of the directly employed workforce approximately 64% are part time and 80% are female.

The Local Picture:

Estimated Children's Workforce in Brighton & Hove



A key partnership within the wider CYPT is the third sector in Brighton & Hove, which includes an estimated 450 organisations / projects, delivering services targeted at children, young people and families (about one-third of the sector). Some of these deliver services commissioned by the CYPT, most are independently funded. Services include parent and toddler groups, pre-schools, sports and creative activities clubs, youth clubs, advice and advocacy services and many others. The third sector's employs about 1,500 paid staff (an average of 3 per organisation) of which about 60% are part-time, who work with children.

They also involve an estimated 6,000 regular volunteers working 5 hours or more per week (an average of 13 per organisation), equivalent to over 800 full-time staff. In addition there are approximately 1,730 paid staff and 225 volunteers in the early years, private and third sector providing services for younger children.

The Children & Young People's Trust vision

"Brighton & Hove should be the best place in the country for children and young people to grow up. We want to ensure all our children and young people have the best possible start in life, so that everyone has the opportunity to fulfil their potential, whatever that might be"

The overarching aims of the CYPT Partnership are to improve outcomes for all children and young people and to reduce inequalities between the most disadvantaged and the rest. This is achieved by working together to provide integrated services and support for all children, young people and their families, particularly where they are in danger of not meeting their potential. The CYPT's priorities are set out in the Children & Young People's Plan (CYPP) under the five 'Every Child Matters' outcomes:

To be healthy

Enjoying good physical and mental health and living a healthy lifestyle.

To stay safe

Being protected from harm and neglect and growing up able to look after themselves.

To enjoy and achieve

Getting the most out of life and developing broad skills for adulthood.

To make a positive contribution

To the community and to society and not engaging in anti-social or offending behaviour.

To achieve economic well being

Overcoming socio-economic disadvantages to achieve their full potential in life.

This *People Development Strategy* contributes to the CYPP by providing appropriate learning and development opportunities for everyone who has a role working or volunteering with children and young people, to develop their knowledge and skills. This will help them to work effectively and safely and improve the outcomes of all children and young people.

Our vision for everyone who works or volunteers with children and young people in Brighton & Hove

Brighton & Hove's Children & Young People's Trust supports local workers and volunteers through this *People Development Strategy*, which works towards the creation of a 'One Children's Workforce' in Brighton & Hove (see p7), which will be:

"a world-class children's workforce that is increasingly competent and confident, inspiring trust and respect from parents and carers, as well as from children and young people themselves."

We want a workforce which has:

- A shared identity and purpose
- Common values and plain language
- Behaviours focused on positive outcomes for children and young people
- Integrated working practices
- High quality and appropriate training for workers and volunteers
- Complementary roles focused around children and young people
- The capacity to deliver and keep children and young people safe
- The views of children, young people and their families central to service provision
- The ability to be flexible and which is representative of the community it serves
- Strong partnership working to provide a diverse range of services and support to children and young people to reach their full potential, whatever that may be

This Strategy actively promotes effective integrated / partnership and multi-disciplinary working across all the different parts of our local 'One Children's Workforce' (see next page). The Strategy commits to providing accessible development opportunities for everyone who works or volunteers with children and young people in partnership with the local third sector, which are informed by their local specialist knowledge and working.



Our principles

Everyone who works or volunteers with children and young people will:

- Work in ways which will engender the respect, confidence and trust of children and young people and their families and carers
- Ensure all children and young people are protected from harm and neglect
- Work together as a team around every child and their family where additional support is needed to achieve their potential
- Engage local children and young people and their families / carers who receive our services in the design, delivery and evaluation of learning and development
- Create opportunities to learn and develop together, learning across sectors wherever appropriate

Who is included in the 'One Children's Workforce'?

The government's '2020 Vision for the Children's Workforce' (Department for Children, Schools and Families, 2008) is that everyone whose work and / or volunteering is concerned with children and young people is part of the 'One Children's Workforce'. It includes people in the private, independent, third and public sector (including volunteers) with roles which primarily work with children and young people or those who manage / provide support to those whose primary role is to work with children, young people, their parents or carers. It also includes those who work (or volunteer) for part of their time with children and young people – eg. sports workers, adult social care workers and housing officers.

In Brighton & Hove Children & Young People's Trust, this includes for example:

- CYPT directly managed workforce (local authority and NHS)
- School workforce
- Third sector employed workforce
- Volunteers working with children and young people workers in any organisation
- Staff working in organisations delivering commissioned services
- Private / independent employed and self employed people who work with children and young people
- Third Sector Early Years and Childcare workforce
- Foster carers (including kinship carers)
- Health and public sector workers who work for all or some of their time with children and young people
- Further Education sector workforce (both those who train young people and those who train future members of the children's workforce)

The vital role of parents / carers in children and young people's upbringing is acknowledged and their needs are supported through the CYPT Parenting Strategy, which can be accessed at: brighton-hove.gov.uk/parentstrategy



This Strategy sets out the learning and development priorities for those who work or volunteer with children and young people over the next three years. To make these priorities and expectations clearer for the different groups reading this document, it is presented in three sections:

Part One: For everyone who works and volunteers with children and young people in Brighton & Hove

This part sets out what everyone who works or volunteers in any role with children and young people is expected to know and do as part of their role.

Part Two: Profession or role specific learning and development

This part sets out training and development required of people in specific sectors or roles in addition to section one where the CYPT as an organisation has a role or responsibility. These requirements have been set by government, sector skills or professional bodies.

Part Three: Workers who are directly managed or employed by the CYPT as an organisation

The final section sets out organisational plans and related training and development relevant to staff who are directly employed, managed or commissioned to provide services by the CYPT which are in addition to sections one and two.

Our Strategic Objectives

1 Expectations of everyone who works or volunteers with children and young people in Brighton & Hove

Objective 1.1:

We have a shared vision and values when working with children and young people in Brighton & Hove

Aim: To build a shared vision with everyone who works or volunteers with children and young people which is informed by the local priorities set out in the Children & Young People's Plan

Outcome: Everyone who works or volunteers with children and young people in the city will work together with common purpose and values to provide high quality services for children and young people, which are integrated and focused around the needs of children and families and proactively support local priorities. Every child / young person recognises that we work better together so they and their carers will get the help they need.

Key actions:

- Develop and reinforce a shared vision, values and language across the CYPT partnership
- Develop a shared understanding of the local priorities and challenges for children and young people in the city
- Develop and support partnership and integrated working processes to address local priorities
- Evaluate our progress and use our findings to inform how we can work better together.

Objective 1.2:

There are core knowledge, skills and behaviours for everyone working with children and young people in Brighton & Hove

Aim: To ensure everyone who works or volunteers with children and young people has a shared core of knowledge, skills and behaviours which underpin and informs the specialist knowledge of their specific role

Outcome: Everyone in a role working / volunteering with children and young people has and confidently uses shared core knowledge and skills appropriately. Children and young people have increasing confidence and trust in those who support them.

Key actions:

- Agree the core knowledge, skills and behaviours expected of all those who work and volunteer with children and young people in different roles
- Provide appropriate induction for any new people coming to work with children and young people in the city
- Provide support for using induction standards across the 'One Children's Workforce' for all those in roles that require them
- Provide a core skills learning programme (based on the Children's Workforce Development Council's 'common core of skills and knowledge') for everyone who works or volunteers with children and young people which is appropriate and accessible (including smaller third sector organisations).

Objective 1.3:**Children and young people are kept safe**

Aim: All those who work or volunteer with children and young people have the knowledge, skills and working practices that ensure all children and young people are protected from harm and neglect.

Outcome: All organisations who work or volunteer with children and young people fulfil their responsibility to ensure that their staff / volunteers have access to appropriate safeguarding children training and development, and use Pan-Sussex Safeguarding Children procedures so that the children and young people they work with are kept safe.

Key actions:

- Review, design, deliver and evaluate a comprehensive multi-agency safeguarding children training programme in line with Local Safeguarding Children's Board requirements (responding to Lord Laming report 2009 and local CVS Sector report 2009)
- Provide advice and guidance to specific organisation / sectors about fulfilling their responsibilities relating to safeguarding children training (including induction) for their staff and volunteers
- Provide advice and guidance to ensure safeguarding practices are secure and meet Pan-Sussex Safeguarding procedures, including making a referral, safer recruitment practices (including CRB checks) and other policies and procedures.

Objective 1.4:**Integrated working practices are in place and effective**

Aim: To ensure that everyone who works or volunteers with children and young people know about and use effective integrated working practices (e.g. Information Sharing and the Common Assessment Framework and the Lead Professional role). This will result in a 'team around the child / young person', working together to provide targeted or enhanced services.

Outcome: Children and young people (and their families) will receive effectively integrated services that meet their needs and puts them, and their family, at the centre.

Key actions:

- Promote the Common Assessment Framework so it can be used confidently and effectively by all frontline children's workers to bring a team around the child and family to provide additional help and support
- Promote and support knowledge and understanding of good practice in information sharing processes and tools (such as ContactPoint) so they are used appropriately by everyone who needs to
- Provide opportunities for those who work or volunteer with children and young people to develop the relationships and understanding between sectors and organisations, which result in effective integrated working, e.g. training to bring together staff / volunteers in different sectors, to develop relationships and understanding across different sectors.

2 Profession / role specific learning and development (in addition to the learning and development set out in part 1)

Each of the professions / roles below has specific national workforce development requirements (eg. newly qualified teachers or social workers, childminders and youth workers). These requirements are set by government or professional bodies and may apply to the private, third sector and statutory sector where there are people working in these roles.

Objective 2.1: **Social Workers directly employed by the CYPT**

Aim: With recognised national bodies, promote and develop excellence in social work practice and the leadership and management of social work teams through high quality education and continuing professional development of social workers and social work managers.

Outcomes: The professional practice of all social workers, from newly qualified social workers to experienced social workers and managers, is developed, improved and enhanced and leads to improved outcomes for children and young people.

Key actions:

- Continue to provide additional support to newly qualified social workers and their supervisors
- Improve the quality and availability of practice learning for social workers
- Promote and support increased participation of social workers and practice managers in accredited development, including post qualifying (PQ) wards
- Broaden approaches to recruiting and retaining social workers (including 'grow your own' and returner social workers).

Objective 2.2: **Early Years and Childcare Workers in the private, voluntary and independent sector**

Aim: To continue to raise the quality of private, voluntary and independent sector early years and childcare in the city and to support career progression and retention in the sector.

Outcomes: Increased number of staff with full and relevant childcare qualifications, increase numbers of Early Years Professionals leading practice.

Key actions:

- To support practitioners to undertake full and relevant qualifications
- To encourage childcare providers to train, employ and retain graduates to lead practice
- To provide a range of challenging and inspiring training courses.

Objective 2.3:**School based staff – Headteachers, governors, teachers and support staff**

Aim: To support the development of school based staff to enable them to deliver high quality learning for all the children and young people in their care.

Outcomes: A competent and confident school workforce who meet the development requirements of the Department for Children, Schools and Families (DCSF), professional bodies and undertake development required by statutory regulatory bodies.

Key actions:

- Work with the National Strategies Team to provide support and development needed to enable the school workforce to deliver an appropriate curriculum for all learners
- Work with the National College of School Leadership (NCSL) to secure necessary numbers and quality of school leaders to sustain the success of Brighton & Hove schools
- Work with the Training & Development Agency (TDA) to support the recruitment, induction, development, ongoing reform and deployment of the children's workforce in schools to meet the requirements of the National Agreement
- Support the recruitment and development and provide advice and guidance to school governors.

Objective 2.4:**Integrated Youth Support Services – private and third sector and those employed and commissioned by the CYPT organisation**

Aim: To continue the overall reform of Integrated Youth Support Service (IYSS) in accordance with the national Youth Workforce Reform Strategy

Outcomes: A city wide, shared vision is in place for all Integrated Youth Support Staff (IYSS) which includes our Targeted Youth Support Service (TYSS).

All IYSS staff have a skill set and core competences located within the skills development framework, whilst maintaining clear specific professional identities (e.g. youth worker, Connexions personal adviser, learning mentor, education welfare and attendance officer etc).

Key actions:

- Complete audit of current staff roles and training needs
- Develop exemplar models of context specific, integrated working
- Secure training and other staff development opportunities for practitioner and manager skills and performance development
- Secure youth professional status and NVQ accreditation opportunities.
- Develop routes for progression for staff from volunteer support worker to professional status, senior practitioner and service manager / leader
- Establish effective networking arrangements in the south east region to collaborate in order to implement national youth workforce reform developments.

Objective 2.5: **National Health Service / South Downs Health staff**

Aim: To support the development of health professionals from South Downs Health (SDH) working for the CYPT to enable them to deliver high quality care.

Outcomes: A competent and confident health workforce who meet the knowledge, skills and competency requirements of the Department of Health, Care Quality Commission, NHS Litigation Authority and their professional bodies.

To undertake developments required by registration bodies, such as GMC, NMC and HPC and to meet the requirements of any NHS inspection standards.

Key actions:

- All NHS staff have a Knowledge Skills Framework (KSF) for their job description and linked to their Personal Development Plan (PDP)
- All NHS staff undertake role specific compulsory and mandatory training
- All NHS staff undertake Continuing Professional Development in line with requirements of their professional registration bodies.

Objective 2.6: **Foster Carers**

Aim: To ensure that foster carers are trained in the skills required to provide high quality care and meet the needs of each child / young person placed in their care.

Outcomes: All carers to have completed the Children's Workforce Development Council (CWDC) Training, Support and Development Standards for Foster Care within 12 months of their approval (existing carers by April 2011).

All carers to complete the identified mandatory training courses within two years of approval, meeting National Minimum Standards for Fostering Services.

Key actions:

- To support carers in completing the Training, Support and Development Standards
- To provide a specialist training programme that enable carers to meet National Minimum Standards
- To support carers in completing the National Vocational Qualification (NVQ) in Health & Social Care (Children & Young People)
- To address any individual training needs identified
- To ensure ongoing evaluation of all training
- Maintain links with neighbouring authorities so that training is accessible to carers based outside Brighton & Hove.

3 The CYPT directly managed workforce (in addition to the learning and development set out in parts 1 & 2)

This section sets out the organisational plans and related training and development required of staff who are managed directly by or commissioned by the CYPT.

Objective 3.1: CYPT organisational workforce planning, recruitment and retention

Aim: To ensure the CYPT has the workforce it needs to commission and deliver children's services and the CYPP and which reflects our community.

Outcomes: The CYPT as an employer has the capacity to deliver and commission appropriate services and keep children safe.

Key actions:

- Establish workforce data to enable effective workforce planning
- Put in place plans which address current and predicted workforce hotspots
- Ensure safe and fair recruitment processes are in place
- Develop effective approaches to succession planning and talent spotting
- Ensure job descriptions and person specifications promote CYPT values and behaviours, particularly integrated working expectations
- Ensure all new staff meet induction and probation requirements of the CYPT and their employer.

Objective 3.2: Compulsory and specialist development, qualifications and career progression

Aim: To ensure that all CYPT directly managed staff meet the statutory and employer requirements for their role through access to appropriate specialist training, and can access learning and development in line with their individual plan and progress in their career.

Outcomes: All staff have their professional, mandatory and compulsory training requirements met and can access appropriate learning and development in line with their Individual Development Plan (IDP) and which contributes to their career aspirations. Evaluation of learning by staff and their managers shows a positive impact on their practice and value for money.

Key actions:

- Ensure supervision, performance development planning scheme and individual learning plans are consistently used and meet organisational and professional (including clinical) requirements
- Provide information and guidance to managers and staff about professional / mandatory / statutory job requirements
- Promote the effective use of 'Specialist Funding' to support individual and team development that cannot be met through national provision or the CYPT programme
- Promote and support access to National Vocational Qualifications

(NVQ) for staff who do not hold a qualification related to the post they hold

- Provide information about different career pathways within the children's workforce.

Objective 3.3: **CYPT leadership and management**

Aim: To ensure all leaders and managers directly managed within the CYPT have the knowledge, skills and behaviours required to lead and deliver their service to achieve the Children & Young People's Plan (CYPP) priorities.

Outcomes: All CYPT staff are led and supervised by managers with high quality leadership and management skills and behaviours which enable them to deliver safe, high quality services to children and young people and their families.

Key actions:

- Establish a leadership and management behavioural framework that defines the necessary behaviours of managers at all levels
- Provide a CYPT managers' induction and leadership development programme to support the behaviour framework
- Ensure rigorous and safe supervision and performance management processes are in place, which are applied consistently to improve practice
- Ensure the CYPT leadership and management development links to council, regional and national developments
- Support managers to use business planning processes used to inform service, team and individual objectives
- Support and develop 'world class' commissioning skills in managers.

Objective 3.4: **CYPT staff**

Aim: To ensure that the CYPT is an organisation that supports and enables all its directly managed staff to carry out their work for children and young people effectively. Ensure their views are taken into account and their achievements are recognised.

Outcomes: All staff are effective in their role. There is good communication and staff are recognised and rewarded for their contributions. Staff are consulted with and are able to contribute to the development of the CYPT.

Key actions:

- Ensure every member of staff receives effective line management
- Work towards consistency in staff pay and conditions
- Support and engage with the Workforce Agreement Monitoring Group (WAMG) and staff consultation groups
- Develop and improve two way communication through Information Communication Technology, staff events and other information routes
- Increase opportunities to recognise and reward staff contributions and achievements
- Involve and include staff and managers in organisations delivering commissioned services.

The One Children's Workforce Tool

The Children's Workforce Development Council (CWDC) has developed a national framework to support the development and implementation of children's workforce strategies. It sets out 8 key areas where Children's Trusts need to make progress to achieve a world-class workforce for children and young people and their families.

The framework provides an opportunity for Children's Trusts to self-assess themselves against the key areas. The CYPT intends to use this tool to evaluate and inform this People Development Strategy and to inform the monitoring of the Workforce Development Partnership group.

How the One Children's Workforce Framework and Tool works

The framework provides a description of a workforce that is reformed and integrated and makes the best contribution possible to local Every Child Matters outcomes and the Children & Young People's Plan. It identifies what a reformed and integrated workforce looks like from the perspectives of a child, a team, a service and a Children's Trust.

The framework is accompanied by an online tool which provides the opportunity to self assess against the One Children's Workforce Framework:

- Assess where their local area is in delivering a world-class workforce,
- Decide where they would like their local area to be in future against the framework.
- Develop an action plan to get to where they want to go.
- Identify support they would find useful to help them get there.



The support element of the tool is currently under development. It is intended that this support will be delivered through a partnership between CWDC, the Training and Development Agency for Schools (TDA), the National College for School Leadership (NCSL) and other partners.

The tool will also be refined further, in line with the 2020 Children's Workforce Strategy.

The One Children's Workforce Framework is available online for anyone to explore at <http://onechildrensworkforce.cwdcouncil.org.uk>

Glossary of Terms

ContactPoint

A new online contacts list for people who work with children and young people

CWDC

Children's Workforce Development Council

CYPP

The Children & Young People's Plan

CYPT

The Children & Young People's Trust

DCSF

Department for Children, Schools and Families

IDP

Individual development Plan

IYSS

Integrated Youth Support Services

KSF

Knowledge and Skills Framework

NCSL

National College for School Leaders

NVQ

National Vocational Qualification

PDP

Personal Development Plan

TDA

Training & development Agency

Third Sector

Charities, voluntary organisations, community groups and social enterprises / Community Interest Companies

WAMG

The Workforce Agreement Monitoring Group

WDPG

Workforce Development Partnership Group

Appendices

CYPT Workforce Development Partnership Group: Terms of reference and membership

The Workforce Development Partnership Group (WDPG) brings together key partners and experts in workforce development from across the city and plays a pivotal role in influencing, steering, sponsoring and evaluating the development of our children's workforce. The group brings expertise in initial, post qualifying (PQ), Continuing Professional Development (CPD) from education, early years, community and voluntary sector, social care and health fields. Through the chair it reports to the Children & Young People's Trust Board.

Several groups have responsibility to deliver specific objectives within the *People Development Strategy* and report their progress to the WDPG. These are:

- Recruitment & Retention group
- Common Assessment and Lead Professional group
- LSCB Sub training group
- LSCB Safer recruitment sub group
- Brighton & Hove HR Organisation Development
- CYPT HR Hub
- CYPT Training Consortium
- Sussex Consortium for Teacher Educational Research
- Post Qualification Consortium.

The Workforce Development Partnership group members work together proactively to champion our children's workforce development and remodelling agenda and will influence, steer, sponsor and evaluate the *People Development Strategy* by:

1. Being informed by research evidence and using this to act as a 'critical friend' to the development of the Strategy
2. Keeping under review the delivery and impact of the Strategy through receiving reports and giving feedback to groups / individuals with responsibility for delivering specific aspects of the Strategy
3. Giving informed professional advice and contribute to the evaluation of the outcomes and impact of the Strategy on building capacity in the workforce and improvements in the service provided
4. Establishing and developing links between initial and pre and post qualification training and CPD development and the Strategy (including PQ accreditation).
5. Informing and making links between the Strategy and other local and national workforce initiatives
6. Ensuring the Strategy maintains a focus on inter-professional learning and development
7. Finding ways to support the engagement of the private, voluntary and community sectors in the Trust partnership in training & development to help build their capacity
8. Influencing national sector skill developments by:
 1. responding to national consultations
 2. engaging in national , research and sharing knowledge of national developments
 3. acting as a pressure group both locally and nationally

Translation? Tick this box and take to any council office.

ترجمة؟ ضع علامة في المربع وخذها إلى مكتب البلدية. Arabic

অনুবাদ? কক্ষে টিক চিহ্ন দিয়ে কাউন্সিল অফিসে নিয়ে যান। Bengali

需要翻译? 请在这方格内加制, 并送回任何市议会的办事处。Cantonese

ترجمه؟ لطفاً این مربع را علامتگذاری نموده و آن را به هر یک از دفاتر شهرداری ارائه نمایید. Farsi

Traduction? Veuillez cocher la case et apporter au council. French

需要翻译? 请在这方格内加制, 并送回任何市议会的办事处。Mandarin

tłumaczenie? Zaznacz to okienko i zwróć do któregośkolwiek biura samorządu lokalnego (council office). Polish

Tradução? Coloque um visto na quadricula e leve a uma qualquer repartição de poder local (council office). Portuguese

Tercümesi için kareyi işaretleyiniz ve bir semt belediye bürosuna veriniz Turkish

other (please state)

This can also be made available in large print, Braille or on audio tape

Subject: Joint Strategic Needs Assessment (JSNA)

Date of Meeting: 19th July 2010

Report of: Dr Tom Scanlon, Director of Public Health

Contact Officer: Name: *Kate Gilchrist* Tel: 339133

E-mail: Kate.gilchrist@bhcpct.nhs.uk

Key Decision: Yes/No

Wards Affected: All

FOR GENERAL RELEASE/ EXEMPTIONS.

1. SUMMARY AND POLICY CONTEXT:

- 1.1 Section 116 of the Local Government and Public Involvement in Health Act 2007 places a duty on upper tier local authorities and Primary Care Trusts (PCTs) to work together to produce a Joint Strategic Needs Assessment (JSNA). This duty came into effect from April 2008. Directors of Public Health, Adult Social Services and Children's Services were identified as the lead officers for JSNA.
- 1.2 Brighton and Hove's Children and Young People's Plan (CYPP) Strategic Priority 2 aims to 'Reduce child poverty and health inequality' and commits the city council and Children's Trust Partnership to:
 - Work with the Public Service Board and, as part of the city's Joint Strategic Needs Analysis programme, complete a Child Poverty Needs Assessment and Action Plan and comply with anticipated statutory guidance
 - Work with NHS Brighton & Hove to tackle barriers which prevent the choice of a healthier lifestyle by families implementing the joint Public health & CYPT Public health Action Plan and maintaining an up-to-date Joint Strategic Needs Analysis for children and young people.
- 1.3 The purpose of this report is to update the Children's Trust Board (CTB) on work under taken to progress the CYPP Strategic Priority 2, in relation to the JSNA and to provide a summary of up to date information to the Board (Appendix 1 &2). A separate report to the CTB addresses the Child Poverty Needs Assessment and Action Plan.

2. RECOMMENDATIONS:

- 2.1 The Children Trust Board is asked to note progress in respect of Strategic Priority 2 and to consider the information provided in Appendix 1.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 JSNA is a process that identifies current and future health and wellbeing needs of a local population, informing the priorities and targets set by Local Area Agreements and leading to agreed commissioning priorities that will improve outcomes and reduce health inequalities (DH 2007). It is intended to identify “the big picture” in terms of the health and wellbeing needs and inequalities of a local population.
- 3.2 Brighton and Hove has implemented a portfolio approach to JSNA based around the following elements:
- JSNA themed summaries (themes based on identified priorities)
 - Supporting data profiles on specific JSNA themes
 - Annual summary document (bringing together update information from the portfolio of themed JSNAs)
 - National JSNA core dataset
- 3.3. In 2008 a JSNA of the health and well being needs of children and young people was completed and published as part of the Annual Director of Public Health Report. A number of recommendations were made to the CYPT, NHS Brighton and Hove and the Local Authority which informed the strategic priorities of the CYP 2009-2012.
- 3.4 The JSNA (2008) made particular recommendations around improving our understanding of the needs of certain groups for example children with disabilities. A JSNA on children with disabilities is underway and will inform the review of services for children with disabilities (see separate report to CTB).
- 3.5 A steering group was convened in August 2009 to:
- Oversee the development of a comprehensive rolling programme of themed JSNA chapters and agree methodologies and quality measures to support good practice in conducting JSNA, including a JSNA template to be used to produce consistent and robust needs assessments across organisations.
 - Ensure effective dissemination of JSNA to public, professionals and decision makers including:
 - publishing an annual public-facing summary document as part of the PCT and Council business cycle (e.g. in advance of NHS Annual Operating Plan and LAA refresh).
 - integrating the JSNA output with the Brighton and Hove Local

Information Service (BHLIS)

- producing a web-based portfolio of completed JSNA and related Resources
- 3.6 The group is jointly chaired by a Public Health Consultant and the Deputy Director, Adult Social Care and reports to the lead officers for JSNA (Directors of Public Health, Adult Social Care and Housing and Children's Services). The group has wide membership from the PCT, City Council and CYPT.
- 3.7 Since the current JSNA structure and processes were established in 2009 significant developments in commissioning have been initiated, including the Service Improvement Plan for the Section 75 Agreement between the council and NHS Brighton and Hove, the council's model for Intelligent Commissioning and the further development of World Class Commissioning. The structure and processes for delivering city wide needs assessment are being revised to respond to these developments. In particular a formal mechanism for prioritising city wide needs assessments and JSNA themes is being developed to meet the needs of all partners.
- 3.8 The 2010 JSNA summary document was published in January 2010. It is now available via the PCT and City Council public websites and incorporated into the Brighton and Hove Local Information Service (BHLIS) JSNA site
- 3.9 A publicly accessible JSNA section has been launched on the BHLIS portal. The first themed document, on child obesity, was made available in February and data profiles for the following themes have been launched in 2010:
- Demography
 - Deprivation
 - Childhood obesity
- 3.10 The Child Poverty Needs Assessment will test the JSNA template as the tool to conduct needs analysis for intelligent commissioning and draw information and data from the JSNA portfolio (see separate report).

4. CONSULTATION

- 4.1 A requirement of JSNA is to include and give weight to the voice of the public and professionals. The children and young people JSNA (2008) and the JSNA of children with disabilities (2010) both include this.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There are no direct financial implications arising from the recommendation to note this report. Costs to date for the JSNA have been met from within existing PCT and Council budgets. With the introduction of Intelligent Commissioning,

£120k of LPSA funds have been agreed for 2010/11 to support the City Council Outcome, needs and performance work stream which includes city wide needs analysis.

- 5.2 Any financial implications of the JSNA process itself will be considered within the paper which will go to TMT in July.
- 5.3 The JSNA will inform future budget strategies and the partners will need to identify funding for any additional costs that are identified as a result of this process.

Finance Officer Consulted: Jeff Coates Date: 11/06/10

Legal Implications:

- 5.4 The statutory duty imposed upon Local Authorities and PCT's to produce JSNA is described in the body of this report and the report plus supporting appendices describe adherence to that duty.
- 5.5 There are no specific Human Rights Act implications arising from this report.

Layer Consulted: Oliver Dixon Date: 11/06/10

Equalities Implications:

- 5.6 There is no requirement to conduct Equalities Impact Assessment on JSNA. The JSNA framework includes guidance on considering equalities and inequalities issues as part of the needs assessment.

Sustainability Implications:

- 5.7 JSNA provides information on current and future needs of the population. This informs future service planning to improve the health and well being of children and young people which will contribute to creating a healthier city and in turn will contribute to economic sustainability.

Crime & Disorder Implications:

- 5.8 There are no immediate Crime and Disorder implications.

Risk and Opportunity Management Implications:

- 5.9 Capacity to conduct city wide needs assessment needs to be considered in the context of financial constraint.

Corporate / Citywide Implications:

- 5.10 This supports the city's duty, through The Local Government and Public Involvement in Health Act (2007), for the city council and PCT to work in partnership and produce a JSNA.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 BHLIS was chosen as it makes use of the current web based data portal, developed through the Partnership Data Group, to make the summaries and information and evidence supporting them more easily and widely available to local partners and the public.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The portfolio approach to JSNA which has begun in the city has been strengthened through the development of a Joint JSNA steering group. The structure and processes for delivering city wide needs assessment are being revised to ensure that it meets the growing needs of commissioners and the move the City Council's new commissioning approach.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents In Members' Rooms

- 1. None required

Subject:	Progress Report: Commissioning services to children and young people		
Date of Meeting:	19th July 2010		
Report of:	Director of Children's Services		
Contact Officer:	Name:	Sally Wadsworth	Tel: 293736 / 295491
	E-mail:	Sally.Wadsworth@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 The Children and Young Peoples Plan (CYPP) makes a commitment to develop a commissioning model that encompasses strategic, operational and individual commissioning arrangements. This report provides an update on developments in relation to the CYPP Strategic Improvement Priorities:

- Promote health and well being, inclusion and achievement (Priority 3)
- Develop the CYPT partnership and drive integration and value for money (Priority 4)

1.2 The report will focus on the two commissioning reviews for Youth Services and Services for Disabled Children and also summarises relevant developments across the local public sector. The issues are also addressed in separate reports to the Board in respect of Joint Strategic Needs analyses, Child Poverty and Workforce Development.

2. RECOMMENDATIONS:

2.1 (1) The Children's Trust Board is asked to note the report and to consider further opportunities to improve commissioning arrangements for services to children, young people and their families.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

The Children and Young People's Plan:

3.1 The CYPP makes the following commitments:

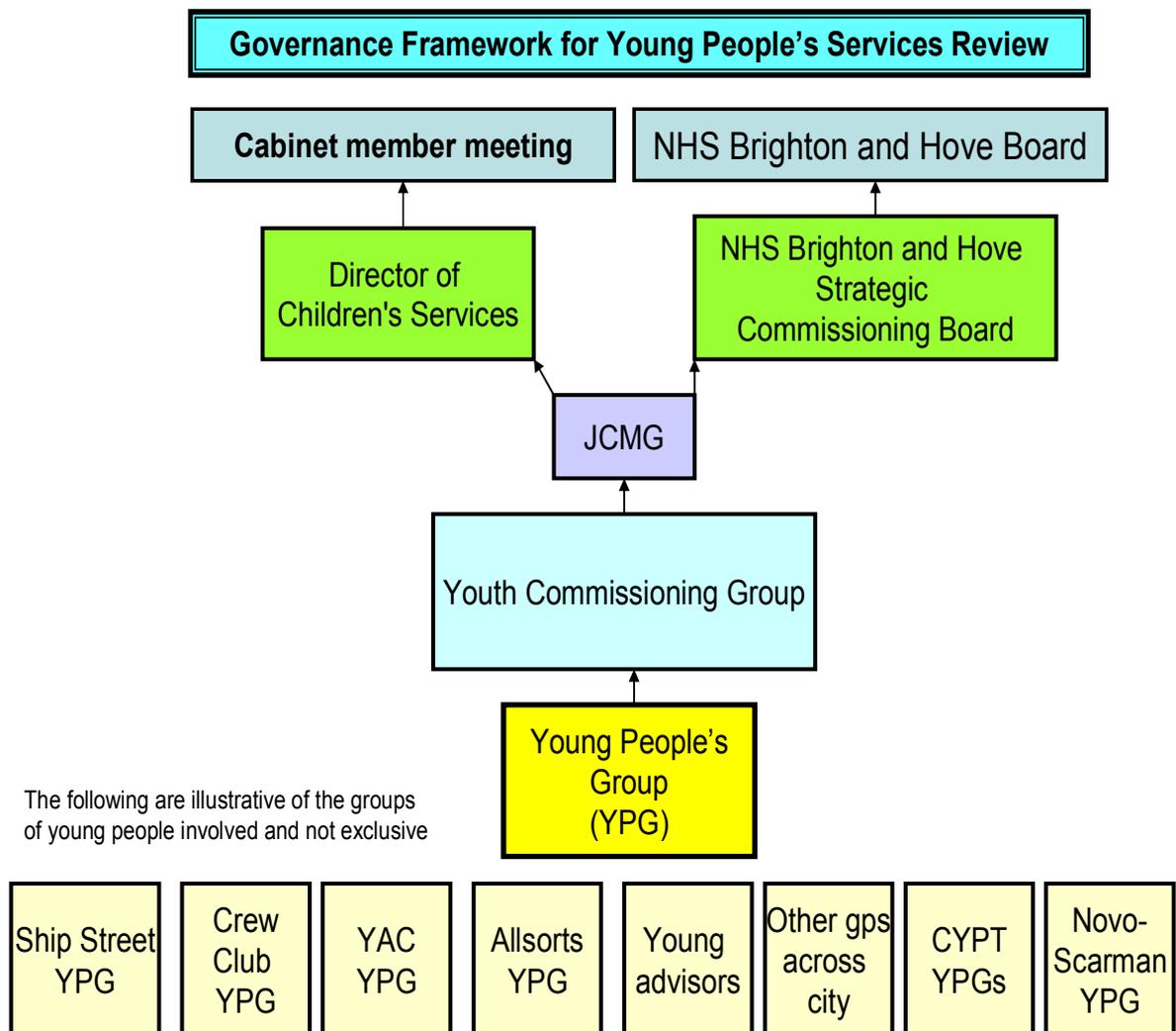
Strategic Improvement Priority 3: Initiative 3a Maximising life chances:

- Implement the Aiming Higher agenda for children with a disability, special education needs or complex health needs
- Review and commissioning services to reduce levels of smoking and alcohol and drug abuse among children and young people
Strategic Improvement Priority 3: Initiative 3c Pathways to success:
- work with partners to ensure local youth provision, including opportunities to volunteer and participate in community activities, sport and leisure activities are accessible to all children and young people
Strategic Improvement Priority 4: Initiative 4b Organisational development:
- Develop and publish a children and young people's commissioning framework and put in place clear governance arrangements aligned with World Class Commissioning competencies and strategic commissioning across the city

Youth Services Review

- 3.2 The Youth Services Commissioning review has been initiated under the auspices of the Section 75 Agreement between the council and NHS Brighton and Hove (PCT) 'to review and enhance the design of youth service provision across the Partnership'.
- 3.3 The review aims to ensure that the provision of youth services, meets statutory responsibilities and promotes the wellbeing of young people aged 13 -19 and up to 25 with additional needs. This will support young people to be as self sufficient and as independent as possible reaching their full potential by providing appropriate access to structured, leisure time activities that promote skills acquisition and personal and social development.
- 3.4 The review will focus on universal prevention and first level intervention services for young people aged 13 -19 and up to 25 with additional needs in Brighton and Hove including:
- services commissioned as part of Integrated Youth Support Service and provided by the council's children's services and local third sector organisations
 - services funded externally, predominantly through grants drawn down by third sector partners
- 3.5 In order to establish roles and functions for the Youth Commissioning Review Group two consultation meetings were held with Community and Voluntary Sector (CVS) partners and with managers from the council's Integrated Youth Support Service (IYSS). As a result Review Group represents both statutory and CVS partnerships and has the capacity to ensure on going participation and engagement with all stakeholders throughout the process.
- 3.6. In addition a young people's reference group called the Brighton Young Voices Group meets monthly and nominates two representatives to attend the Youth Services Commissioning Group. The Young Voices group is supported jointly by the CVS and IYSS.

3.7. Governance Framework:



3.8. The Review is on track:

- A scoping paper has been signed off by the S75 Joint Commissioning Management Group (JC/MG), the Directorate Management Team (DMT) and the Commissioning Review Group.
- A draft of an audit questionnaire has been circulated to partners on Commissioning Group
- The Commissioning Group has initiated: a needs analysis; service mapping; and financial analysis

The review will be monitored through the JC/MG, presented to DMT in August for sign off in October by the council and PCT.

Review of Services for Disabled Children:

3.9. The review of services for disabled children has also been initiated under the auspices of the Section 75 Agreement to improve support to children and young people with a disability or complex health needs and their families.

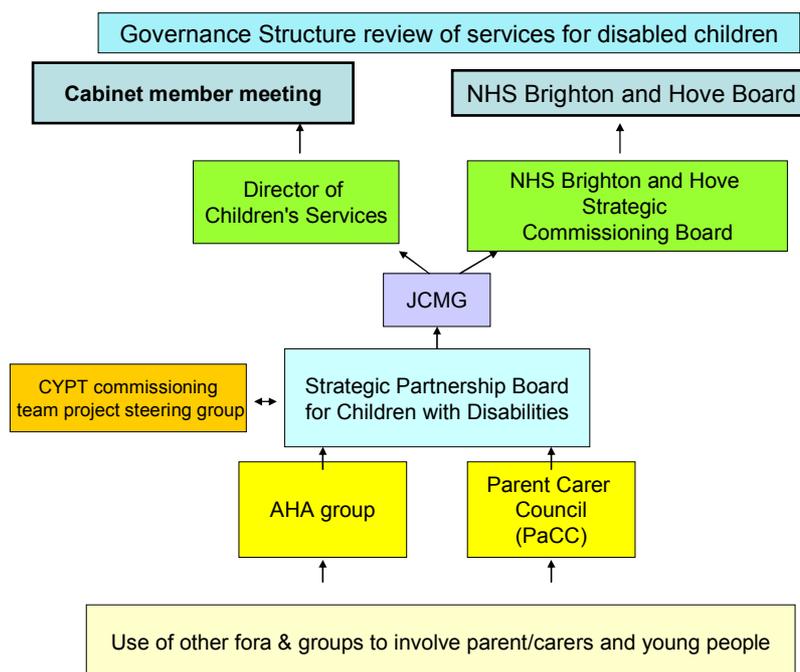
3.10. The review aims to ensure the provision of services which promote and help children and young people become as independent as possible and to reach their full potential; to develop resilience in parents and carers; and to deliver the integrated strategy set out in the children and young peoples plan.

3.11. The review will focus on:

- Children and young people with disabilities and associated complex health needs 0-19 (to 25 if appropriate)
- Reviewing the system of services and pathways of child/young person and family through services
- How services are delivered by all providers including with and by independent and third sector

3.12 The review of services for disabled children will be managed through an existing Stakeholder partnership Group jointly chaired by the council and 3rd sector and including arrangements to involve children and young people and their parents and carers.

3.13 Governance Framework:



3.14 The review is on track:

- A scoping document has been produced and signed off by the Joint Commissioning and Management Group (JCMG), Directorate Management Team (DMT) and the Stakeholder Partnership Group.
- the Stakeholder Partnership Group has initiated a Joint Strategic Needs Assessment,; service mapping and financial analysis

The review will be monitored through the JC/MG, presented to DMT in October/November for sign off in December/January by the council and PCT.

Policy and Strategy Development:

- 3.15 The city's Public Service Board (PSB) has initiated a range of projects to support more effective joint working which relate directly to the delivery of the Strategic Improvement Priorities in the CYPP addressed in this report (paragraph 3.1) i.e.
- Needs Analysis - including 'total investment' resource mapping and financial analysis
 - Partnership Delivery - including 2 'Intelligent Commissioning' pilots and a review of the city's strategic partnerships
 - Strengthening Communities Review
 - Shaping the role of the 3rd sector in Intelligent Commissioning
- 3.16 Children's Trust Board Partners will already be involved in the PSB projects. The separate papers to this Board in respect of Joint Strategic Needs Analysis and Child Poverty underline this involvement. Partners have also been fully involved in initiating the 2 Intelligent Commissioning Pilots for Domestic Violence and Alcohol and Drug Misuse which directly affect outcomes for children and young people.
- 3.17 In addition, the Service Improvement Plan in the S75 Agreement between the council and the PCT includes actions to develop the model of commissioning described in the CYPP which directly support the PSB projects i.e.
- Improving the operation of commissioning for NHS and Local Authority health related functions: by publishing and implementing a strategic commissioning framework to embed a consistent approach to commissioning for children and young people's services
 - Improving early intervention and prevention in community based health care services for children and young people and their families: by supporting the PCT transformational change program for children's and young people's services, including the review of engagement between primary care with Acute, community and integrated front line services provided for children and young people

4. CONSULTATION

- 4.1 Consultation is integral to the commissioning methodology which underpins the review of youth services and services for disabled children as described in paragraphs 3.5, 3.6, and 3.12.
- 4.2 The projects initiated by the PSB (paragraphs 3.15 and 3.16) focus on consultation and participation, especially through the review of strategic partnerships, the Strengthening Communities Review and the development of the role of the third sector in Intelligent Commissioning.
- 4.3 Lead Cabinet member for Children's services briefed and aware of reviews.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Whilst there are no financial implications directly resulting from this report, the commissioning reviews detailed, are integral to the CYPT value for money programme and medium and long term budget strategy. It is anticipated that a strong commissioning function will have a key role in ensuring value for money in the provision of services to children & young people, including the efficient and effective use of resources.

Finance Officer Consulted: David Ellis

Date: 25/06/10

Legal Implications:

- 5.2 The reviews of youth services and services for disabled children aim to ensure that the provision of those services meet statutory responsibilities and promote the wellbeing of young people per the Children Act 2004, and pursuant to the elements of the CYPP described.

Lawyer Consulted: Natasha Watson

Date: 06.07.10

Equalities Implications:

- 5.3 Equalities Impact Assessment will be completed for the review of youth services and the review of services for disabled children.

Sustainability Implications:

- 5.4 It is expected that the outcome of the reviews of service will enhance community sustainability, increasing resilience and independence in children, young people and their families and thus promoting economic wellbeing.

Crime & Disorder Implications:

- 5.5 It is expected that the outcome of the review of the youth service will lead to appropriate and accessible positive activities for young people thus reducing tendency to offend.

Risk and Opportunity Management Implications:

- 5.6 Risks identified in summary reports of review progress to date.

Corporate / Citywide Implications:

- 5.7 The report addresses strategic Improvements within the CYPP which in turn support the council's key priorities.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 The Board has a statutory responsibility to monitor the implementation of the CYPP.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 To comply with responsibilities placed on the CYPT board to collectively develop, deliver and monitor the CYPP and how it is improving outcomes for children and young people

SUPPORTING DOCUMENTATION

Appendices:

None

Documents In Members' Rooms

None

Background Documents

None

