

## Children and Young People’s Trust Board, 3<sup>rd</sup> February 2011

### 4. Trust Review

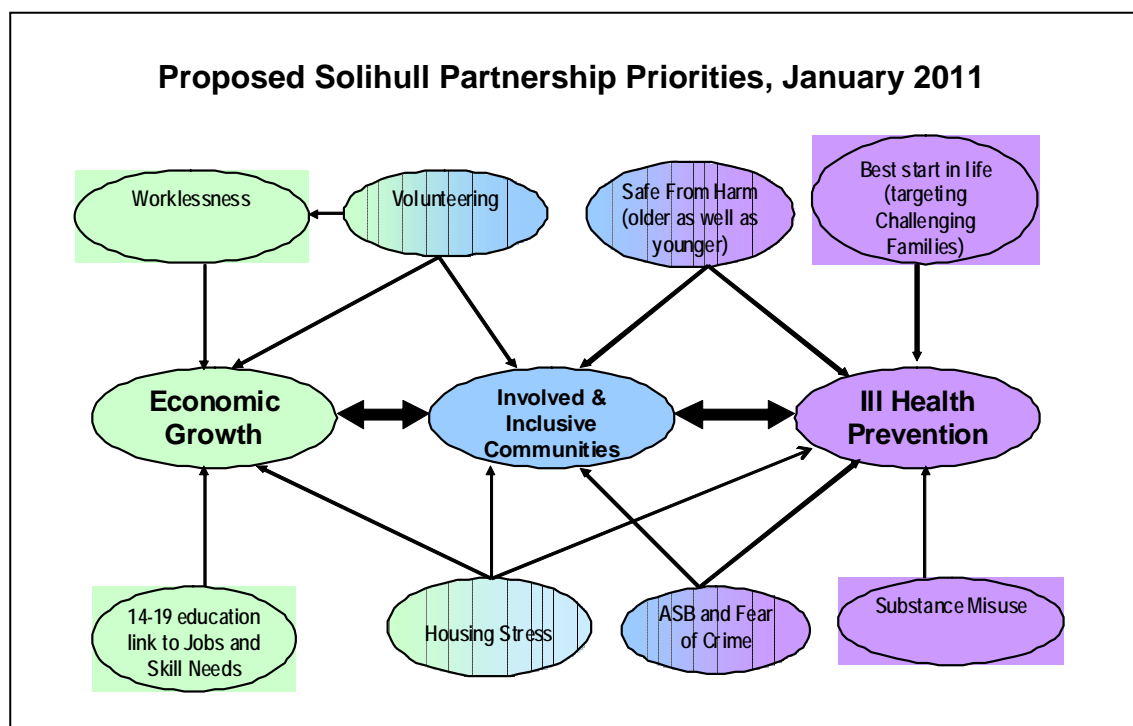
#### 4.1 Action requested of the Board

- 4.1.1 To consider the impact of changing local and national circumstances on the Solihull Children and Young People’s Trust.

#### 4.2 Background

- 4.2.1 The current Trust infrastructure and Plan was agreed by the Trust Board in May 2010 and designed around the previous Government’s policy agenda for children, young people and families. The Coalition Government have removed requirement for a local Children’s Trust and Children and Young People’s Plan, with emphasis on finding local solutions and reducing bureaucracy.
- 4.2.2 The new Trust infrastructure was launched in September 2010 and included the Board, 6 Outcomes Groups, and a Performance & Commissioning (executive) Group. Some of this new infrastructure has been slow to set up, in part due to a lack of partners capacity.
- 4.2.3 Comprehensive Spending Review pressure on the funding available to public sector organisations has required partners to look again at their priorities and how they can be delivered with reduced funding. The Solihull Children and Young People’s Plan was designed as a stop gap for one year, to July 2011, but despite this has been overtaken by events – much of the current partnership activity is not part of the plan, for example the development of children’s health services or schools partnerships.
- 4.2.4 The Solihull Partnership has shortlisted 11 priorities (see overleaf) which includes a best start in life, safe from harm and 14 – 19 education. These priorities will form the basis of a new Sustainable Community Strategy which will be published in late Spring 2011. The development of these priorities has been informed by the current Children and Young People’s Plan. There is also a debate about what kind of partnership will be required to drive forward the new Community Strategy, balancing the same issues of proportionality given the current climate with a real sense of the added value.
- 4.2.5 The infrastructure of the Children’s Trust has fluctuated since its inception in 2005 but reached an all time high in 2010:

| 2005  | 2007   | 2009  | 2010   |
|---|--|---|--|
| <ul style="list-style-type: none"> <li>○ Children &amp; Young People’s Strategic Partnership</li> <li>○ Children’s Trust Board</li> <li>○ New Plan</li> </ul> | <ul style="list-style-type: none"> <li>○ Trust Board</li> <li>○ Trust Assembly</li> <li>○ Change for Children Programme</li> <li>○ New Plan and scorecard</li> </ul> | <ul style="list-style-type: none"> <li>○ Trust Board</li> <li>○ Trust Assembly</li> <li>○ Integrated Working Programme</li> </ul> | <ul style="list-style-type: none"> <li>○ Trust Board</li> <li>○ Trust Assembly</li> <li>○ Outcome Groups</li> <li>○ Integrated Working Programme</li> <li>○ Performance &amp; Commissioning Group</li> <li>○ New Plan and scorecard</li> </ul> |



### 4.3 Key Issues

4.3.1 One possible option is sketched out as an appendix to this report, but given the local freedom to design partnership arrangements which are bespoke to local circumstances partners could choose to maintain the status quo, have no children's board and plan, or anything in between. Initial sounding out of stakeholders has shown that partners value the Board and the quality of partnership working in Solihull but are keen to keep bureaucracy to a minimum.

4.3.2 If partners wish to continue as a formal Board there are other subsidiary questions to consider:

- Is the 'Trust' brand an asset or should it change?
- What kind of executive function is appropriate? Previous iterations have included a 'business manager', and a multi-agency group.
- If a new Plan is to be developed, what arrangements should be in place between now and then – does the current plan still have a currency? What timetable and approach for the development of a new Plan and priorities? Is further consultation and needs analysis required for a new Plan or does that carried out for the 2010 plan and single agency prioritisation still have a currency?
- What performance management arrangements are appropriate moving forward?
- How can the Local Authority share responsibility for the Trust with partners?
- If overarching Outcome Groups are removed, what role for elected members and service users in delivery / task and finish groups?
- What role for Board members in driving priorities?

#### **4.4 Stakeholder Involvement**

4.4.1 Initial soundings have been taken from the Performance and Commissioning Group which have informed this report.

#### **4.5 Contribution to the Children and Young People's Plan**

4.5.1 N/A.

#### **4.6 Resource Implications**

4.6.1 The Board considered the challenge in resourcing the new Trust infrastructure in May 2010, but on balance decided to approve the redesign. The resource context has changed significantly since and the purpose of this report is to help Board members consider how the Trust should respond to this change.

#### **4.7 Equality and Diversity Implications**

4.7.1 The current Board is designed to be more inclusive, particularly of parents and community elected representatives. The ambition to include young people at the Board still remains, and the AIM Group is developing a Young Leaders Network. The initial meeting of young leaders from decision-making groups across the Borough takes place on the 23<sup>rd</sup> of February.

#### **4.8 Supporting information (attached as appendices)**

- "Trust review: Now / Next?"

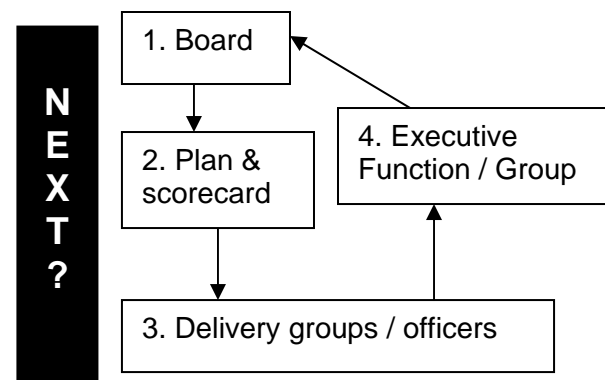
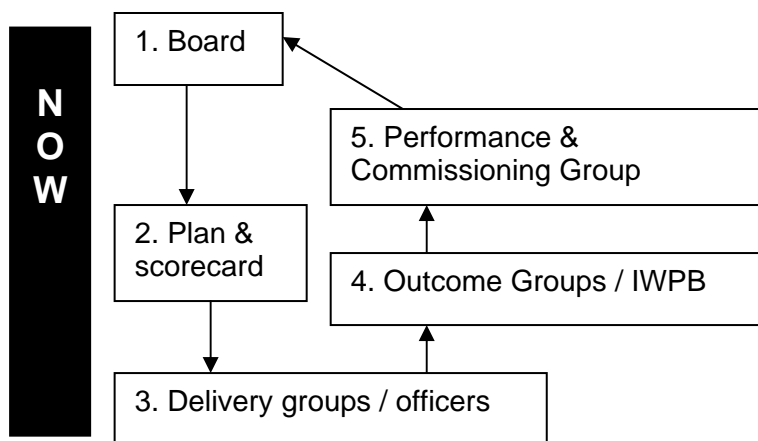
#### **4.9 Contact Person**

- Ben Lewing, Change for Children Programme Manager, SMBC

#### **4.10 Background Papers (available on request)**

- Solihull Children and Young People's Plan 2010/11.

## Appendix: Trust Review, January 2011



### Strengths / weaknesses / issues

1. Board: Good partner representation, inclusion of parents and elected members working well. Limited decision-making.
2. Plan: Overtaken by events; not representative of key partnership agendas, such as education partnerships, north Solihull regeneration, children's health services and so on. No longer driving change agenda, and seen as disproportionate given current financial and policy climate. However is seen as giving weight and strategic direction by some stakeholders.
3. Delivery: Individual officers or groups driving work, and agreeing performance measures – not all priorities making progress.
4. Outcome Groups: BH, E&A, PC established, though with some membership gaps and issues of duplication. SS stuck, and issue of duplication with LSCB. Question about VCS and Police capacity to drive / engage with the Groups. IWPB going through transition. Question about capacity to support them in their performance monitoring role.
5. Performance & Commissioning Group: Regularly cancelled due to other LA priorities. Not yet mature.

### Moving forward:

1. Board: Maintain broad membership. Partners encouraged to use as decision-making forum – more shared ownership of agenda? Rotating chair to avoid it being seen as LA controlled?
2. Plan: Revise and abbreviate – new priorities based on what Board partners want to work on together (in context of needs assessment and consultation from 2010). Board member owner for each priority.
3. Delivery: Individual officers or groups driving work or co-ordinating as required, and agreeing performance measures. Board 'owner' involvement varies according to need.
4. Executive Group / Function: tbc.

### Questions:

- Brand: keep / lose 'Trust' label?
- Membership / function of Executive?
- Interim period until new plan is in place – arrangements?
- Schedule for new Plan?
- 2011 Outcomes Review?
- Process for agreeing new priorities?
- ?