

REVISED REPORT - CIRCULATED AT MEETING  
ON 29 APRIL 2009.

**CHILDREN'S PARTNERSHIP BOARD - 29<sup>th</sup> April 2009**

<b>Title of paper:</b>	Delivery Arrangements for the Children and Young People's Plan	
<b>Director(s)/ Corporate Director(s):</b>	Ian Curryer Acting Corporate Director of Children's Services	<b>Wards affected: All</b>
<b>Contact Officer(s) and contact details:</b>	Susan Twemlow Head of Service Commissioning and Partnerships	
<b>Other officers who have provided input:</b>		

**Relevant Council Plan theme(s):**

Choose Nottingham	
Respect for Nottingham	√
Transforming Nottingham's Neighbourhoods	√
Supporting Nottingham People	√
Serving Nottingham Better	

**Summary of issues (including benefits to customers/service users):**

1. Proposals for delivering the CYPP will bring compliance with statutory guidance and corporate policy.
2. It will bring the CYPP into alignment with the Sustainable Community Strategy.
3. It will maximise the use of existing resources and the delivery of value for money.
4. Effective delivery against the CYPP strategic objectives using the National Indicator Set and local indicators will improve outcomes and strengthen the evidence base.
5. It will secure the added value of partnership working.

Service users will benefit if we succeed in joining up services to provide integrated seamless services across agencies. The challenge is to find the correct combination of national indicators and locally developed ones to illustrate and explain the effectiveness of current service delivery .

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**Recommendations:**

1	To decide whether the arrangements set out in para 1.5 and appendix 3 provide a robust transitional framework for the Children's Partnership Board
2	To decide whether the format illustrated in appendices one provides relevant performance information to enable judgements to be made on progress in delivery.
3	To request the Children's Partnership Board reviews the risks and mitigating actions set out in section 5 and advises of any further action that is required.
4	To request that all agencies commit to reporting relevant performance through Performance Plus so that the use partnership infrastructure is maximised.
5	To request that performance reports focus on the activities that are delivering the CYPP and become the basis of quarterly reports commencing in June
6	That any further requirements be identified by the Board.

# 1 BACKGROUND

## *a. Performance Reporting*

- 1.1 The Children and Young People's Plan 2008-11 was approved by the Board of the Strategic Partnership for Children, Young People and Families in June 2008. It established five strategic outcomes which are supported by fifteen cross cutting priorities. These have been aligned to the national indicators. Appendix 1 (the CYPP performance Q3 mmap) 'RAG' rates the relevant indicators for quarter three (Dec 2008) across the five strategic outcomes.
- 1.2 The CYPP strategic objectives and the priorities they contain have been challenged and tested through the development of the One Nottingham Sustainable Community Strategy. The outcome of this process was to confirm that the strategic objectives and priorities continue to be germane to the needs of children and young people in Nottingham. This conclusion is underscored by the 2008 Annual Performance Assessment decision letter which makes reference to '*strong leadership, ambitious vision and effective partnership arrangements*'
- 1.3 The strategic objectives are therefore the platform for partnership working and for reporting performance against the CYPP delivery plan.

***b. Transitional Arrangements for Delivering the CYPP***

1.4 The start of the financial year marked the end of partnership governance through the Strategic Partnership for Children Young People and Families. The former governance structure is illustrated in Appendix 2 and consisted of:

- The SPCYPF Board;
- The Executive Group (second tier officers);
- Five sub-partnerships based on the ECM outcomes and chaired by second tier Officers;
- Three cross cutting theme groups to pursue an integrated approach for groups particularly at risk of poor outcomes;
- Four shadow boards to provide scrutiny and challenge to decisions.

A number of more specific theme groups (not illustrated) reported to the sub-partnerships on specific issues (e.g. the CAMHS sub group).

The Children's Partnership Board has replaced the SPCYPF Board and will be establishing a governance structure fit for providing support for its new remit. However, we are now in a period of transition and elements of the old structure need to be retained if progress is not to stall while new arrangements are being put into place. In particular, the sub-partnerships which played a key part in preparing the current CYPP need to adapt to a performance management role and this will require some changes both in the composition of these groups and their terms of reference.

1.5 It is proposed that the organisation of the sub-partnerships around the five Every Child Matters outcomes of the will be retained for the time being. The Executive Group of the SPCYPF has identified some general principles to assist in ensuring the gains made through partnership working are secured. These are

1. Planning and performance management will focus only on areas where partnership working can add value.
2. Duplication of performance management effort will be eliminated as far as possible
3. Work programmes will be organised around the CYPP strategic objectives and priorities;
4. A lead agency will take responsibility for each the five ECM outcomes;
5. The National Indicator Set will be used to measure progress supplemented where necessary by quality assured local indicators;
6. Mind maps (see Appendix 1 for an example) will be used to illustrate relationships and to explain accountability
7. Partnership structures will be simplified and potential duplication will be removed.
8. The partners may adapt a differentiated approach to the change agenda. This acknowledges that major cross agency challenges such as teenage conceptions and safeguarding will require additional effort and urgency from all partners. Transformational work introducing new systems and processes (CAF, workforce development, children's engagement etc.) may take somewhat longer to embed across the partnership.

During the transitional period it is proposed to modify the sub partnership structure and focus. Details are given in the following table:

<b>Lead Agency</b>	<b>NHS Nottingham City</b>	<b>Children's Services</b>	<b>Children's Services</b>	<b>Children's Services</b>	<b>Learning and Skills Council</b>
<b>Group</b>	Strategic Commissioning Be Healthy Group	Nottingham City Safeguarding Children's Board	Enjoy and Achieve Sub Partnership	MAPC Sub Partnership	Economic Well Being Sub Partnership
<b>Chair</b>	Peter Cansfield	Margaret McGlade	Andy Downing	Mark Andrews	Paula Weber
<b>Partnership Focus</b>	<ul style="list-style-type: none"> <li>• Health inequalities (CYP)</li> <li>• The Child Health Strategy</li> </ul>	Safeguarding and quality assurance.	<ul style="list-style-type: none"> <li>• closing the attainment gap,</li> <li>• curriculum enrichment through arts and sport</li> <li>• positive, activities in school and after-school settings.</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Crime Prevention Action Plan"</li> <li>• Engagement of CYP</li> <li>• Increased emphasis on the engagement of vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the delivery activity that contributes to outcomes</li> <li>• The link between education and future employment.</li> <li>• The Machinery of Government changes.</li> </ul>



Transitional issues requiring resolution include:

- Representation of schools and practice based commissioning in the structure.
- The changes being introduced through the 'Machinery of Government'.
- The relationship of the Economic Well Being Group to the 14-19 Strategic Partnership.

The transitional governance structure is illustrated in Appendix 3.

## **2 REASONS FOR RECOMMENDATIONS (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 The proposals will provide the Board with information on partnership delivery. This will enable the Board to evaluate impact on outcomes, and to identify areas for concern and challenge with partners.
- 2.2 They will enable the Board to develop sound working relationships with the sub-partnerships and other supporting groups.
- 2.3 They will enable the Board to hold the Senior Officers Group to account in respect of poor or coasting performance.
- 2.4 They will enable the Board to give an informed input into the review and refresh of the CYPP in the latter half of 2009..

## **3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

- 3.1 Whether the Every Child Matters Outcomes Framework, published by the Department for Children Schools and Families in May 2008, should be used to report performance. This was rejected for the reasons given in paras 1.1 to 1.3.

## **4 FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY)**

- 4.1 Cost minimisation through the efficient use of partners' resources and the elimination of duplicated effort.

## **5 RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS, CRIME AND DISORDER ACT IMPLICATIONS AND EQUALITY AND DIVERSITY IMPLICATIONS)**

- 5.1 Delivery of the CYPP is a statutory requirement and is embedded in the Comprehensive Area Assessment through which a judgement will be made on the effectiveness of partnership working.

Risks to CYPP delivery are assessed in the following table.

<b>Risks</b>	<b>Impact</b>	<b>Mitigating Actions</b>
Absence of effective partnership management	Damage to the reputation of partners and to the drive to improve outcomes for children and young people. It could lead to a poor CAA judgement on partners	Establish a rigorous performance reporting regime and ensure effort is focussed in improving understanding and removing obstacles where performance is poor or appears to lack impact.
Failure of one, or more partners to prioritise the CYPP delivery in service planning	Erosion of the value added brought about by partnership working; increased difficulty in establishing aligned and joint commissioning.	Establish the evidence base through a share process of needs analysis and performance review. Develop ownership of the CYPP at all levels within the partnership. Provide lead roles, as appropriate for all partners in delivery
Failure to develop robust local indicators	Would give the partnership Board an incomplete picture of partnership performance	Request that the five sub partnerships develop local indicators where appropriate to ensure the performance reports are effective tools for measuring progress.
Failure to quality assure performance information	Damage to the reputation of partners. It could lead to a incomplete assessment of need and the mis-allocation of resources	There is systematic internal and external auditing and verification of national indicators. Quality assurance methods will need to be built into the local indicators too.
Failure to align the CYPP with other strategic plans	The CYPP could be marginalised and fail to provide a single overarching framework for planning services as required by statutory guidance.	The CYPP provided input into the City Council Plan and the Sustainable Community Strategy ensuring that the provision for children and families in these plans are fully aligned. Any changes to the CYPP resulting from the annual review and refresh will need to be fed back into these and other relevant plans to maintain consistent alignment.
The lack of alignment between the CYPP strategic outcomes and the ECM outcomes framework	This could cause confusion in where responsibility lies in the sub-partnerships and may hinder the development of robust performance management arrangements.	Use mind maps to navigate between the two frameworks and to clarify reporting arrangements and accountability..
Failure to get buy-in from stakeholders and service users to the approach being taken.	This would undermine the credibility of the plan, may damage its effectiveness in critical areas and could have an adverse affect on the CAA judgement.	Increase the impetus towards the local delivery of services, engage stakeholders (and in particular children and young people) at all stages and develop feedback loops

5.2 Specific aspects of partnership work, particularly strategic objective C (to increase children and young people's emotional resilience and the maturity of their decision making) are focussed on the prevention of crime and anti-social behaviour.

**6 LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION**

6.1 None



7 **PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

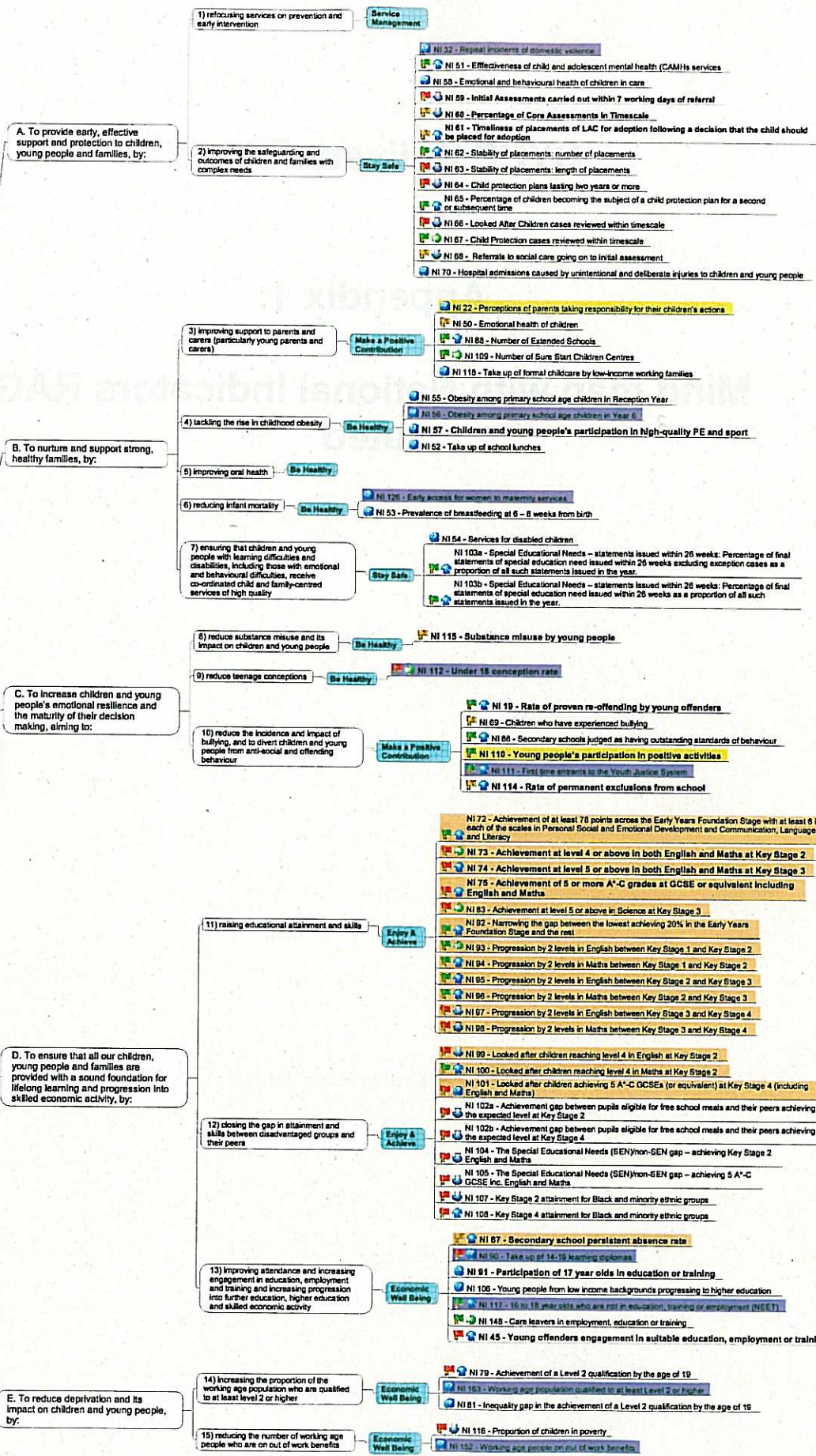
- 7.1 The Children and Young People's Plan 2008-2011 (published on the ICS Nottingham website in June 2008).
- 7.2 The Every Child Matters Outcomes Framework, published by the Department for Children Schools and Families in May 2008.  
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# **CYPP Delivery Report**

## **Appendix 1:**

**Mind map with National Indicators RAG  
rated**

**Children & Young People's Plan Priorities**



**Service Management**

- Ambition
- Prioritisation
- Capacity
- Performance Management

**Good Performance** (Green)

**Discuss Performance** (Yellow)

**Poor Performance** (Red)

**Improvement from previous year** (Green)

**No change from previous year** (Yellow)

**Decline from previous year** (Red)

**No info this quarter** (Grey)

**Partnership Sub-Group**

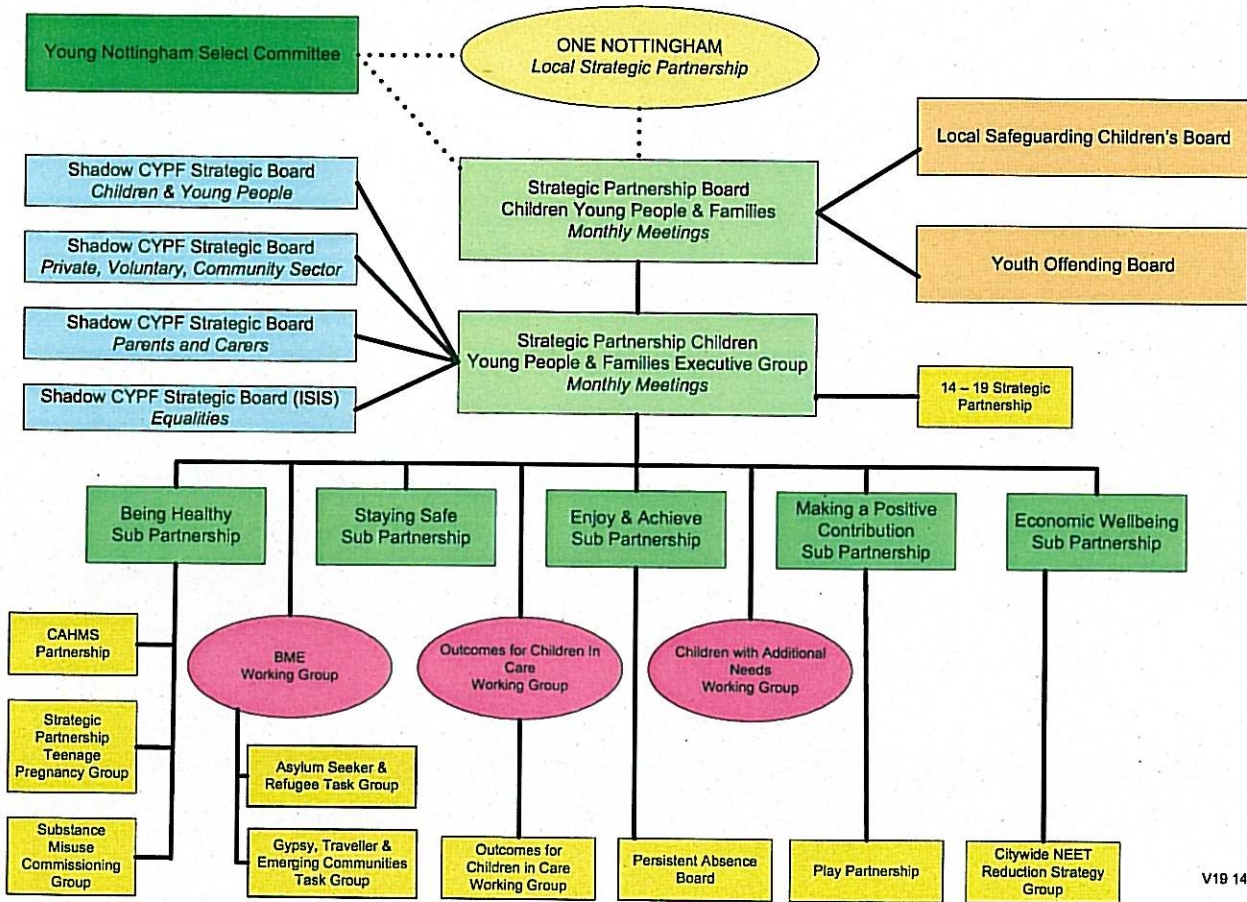
- Local Area Agreement indicator
- Local Area Agreement - Local Indicator
- DCSF mandatory indicator (SaLTs)

## **CYPP Delivery**

### **Appendix 2: SPCPF Governance Structure**



## Strategic Partnership for Children, Young People and Families Governance Structure



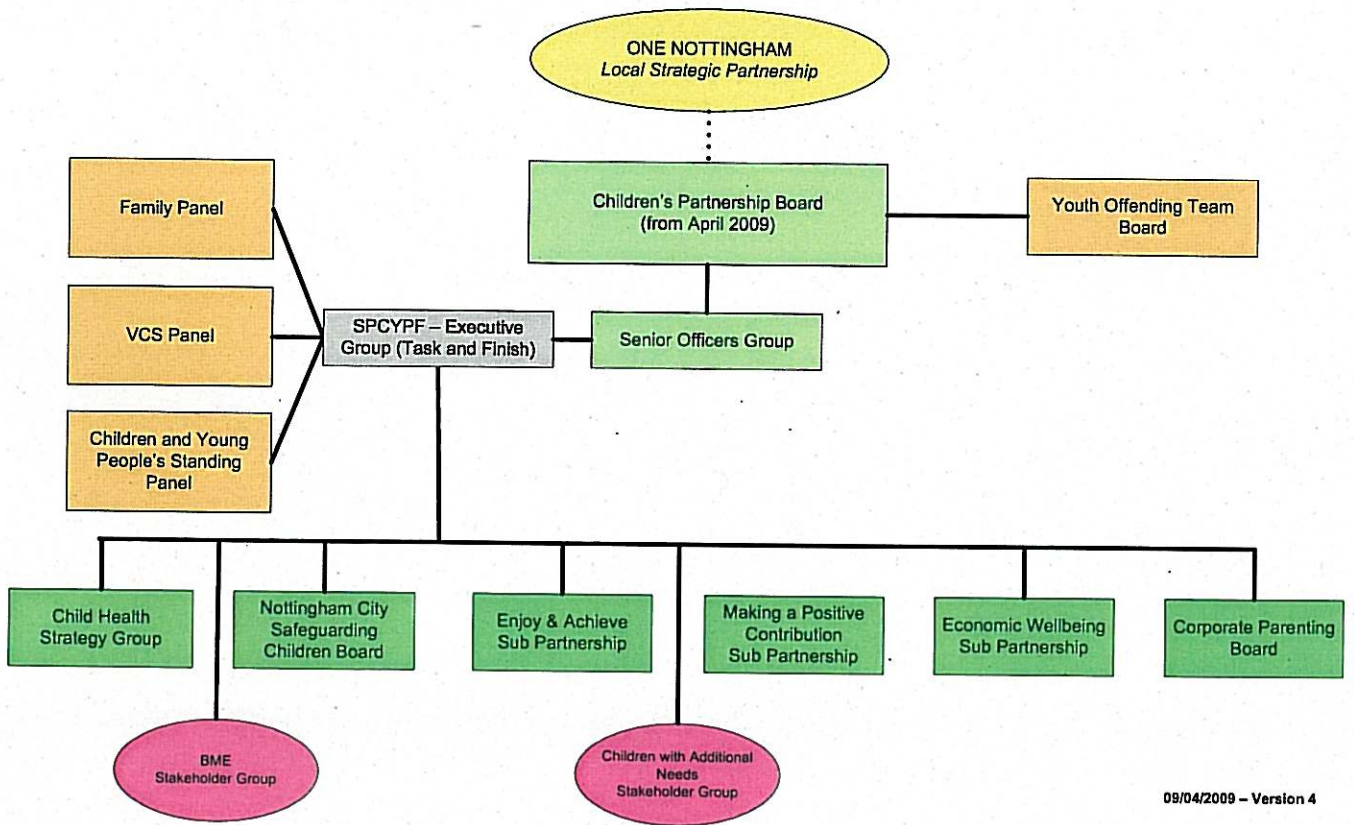
## **CYPP Delivery**

### **Appendix 3: Proposed Transitional Governance Structure**



# Strategic Partnership for Children, Young People and Families Transitional Phase Proposal – April 2009

Appendix 3



09/04/2009 – Version 4