

A.4 (ii)

WORKING WITH YOUNG PEOPLE – PARTNERSHIPS APPROACH

SUMMARY - This Addendum outlines how Carlisle City Council works with Cumbria Children's Trust via the Carlisle Partnership to ensure an appropriate partnership approach to addressing the Children and Young People's Agenda in Carlisle. It outlines the structures that underpin this relationship and changes that have occurred in recent months and over the last few years.

1. Position and relationships pre November 2010

- 1.1 Cumbria Children's Trust has always maintained some form of locality based delivery groups. Prior to 2011 these were district based and took the form of "Locality Planning Groups".

Carlisle City Council has always recognised the need to work with partners at a strategic and operational level to address the needs of Children and Young People in the district. Indeed these needs have been a central element of Carlisle City Council's Sustainable Community Strategy since 2007.

This Community Strategy is devised and delivered by the Carlisle Partnership on behalf of the City Council. To achieve the Children and Young Persons focussed elements of the Community Strategy the Carlisle Partnership has always identified a need for a specific Children and Young Persons working group.

From 2006 through to late 2008 the Carlisle Partnership (and by extension the City Council) worked directly with the Children's Trust Locality Planning Group, and this group also acted as the Children and Young People's Working Group for the Carlisle Partnership. It sought to deliver the aims of Carlisle's Community Strategy as well as the priorities identified by the Children's Trust and it reported into both the Carlisle Partnership Executive and the Children's Trust Board. This was considered to be an effective and efficient relationship as it avoided a duplication of groups trying to deliver against closely aligned agendas.

- 1.2 In late 2008 the Carlisle Partnership took the decision to establish its own Children and Young People's Group. This decision was taken as it was felt that the Locality Planning Group was not effectively addressing some of the Carlisle Partnership's key priorities (most specifically youth homelessness, and the portrayal of young people in the media).

However the membership of this group ended up, to a large extent, duplicating the membership of the Locality Planning Group. Key personnel inevitably found it increasingly difficult to commit to both groups. At the same time the agenda of the Carlisle Partnership's Children and Young People's Group inevitably expanded into a broader field and ended up overlapping with the agenda of the Locality Planning Group.

- 1.3 In 2010 both the Carlisle Partnership and the Cumbria Children's Trust revised and refreshed their priorities and this saw the two almost entirely aligned again. At the same time a review of Carlisle Partnership Structures by a Local Improvement Advisor funded through the North West Improvement and Efficiency Partnership recommended that the Carlisle Partnership seek to merge the two groups again.

In November 2010 the Carlisle Partnership Executive agreed to a 12 re-merge of the two groups on a 12 month trial basis. The Chair of the Partnership wrote to the Chair of the Children's Trust and this trial re-merger was agreed (this letter is attached at appendix 1).

As the Locality Planning Group was directly subordinate to the Children's Trust (a statutory body) it was agreed that this would be maintained and the Carlisle Partnership's Children and Young People's Group be invited to join it during the trial period.

2. Restructures within the Children's Trust

- 2.1 The newly merged group met for the first two (and only) times in early 2011.

However in February 2011 restructures within Cumbria County Council's Children's Services and Cumbria Children's Trust saw the Locality Planning Trust dissolved and a proposal that it would be directly replaced by a new District Delivery Group for Carlisle and Eden.

Despite this the Carlisle Partnership's Executive remained committed to a shared group for reasons of efficiency and effective delivery, and they were given assurances by the Children's Trust that there was no reason this arrangement could not be maintained as and when the new group was established.

However, there was an interim period (while the District Delivery Group was being established) where there were no formal arrangements for a working group to deliver against the Carlisle Sustainable Community Strategy, during this time Carlisle City Councils Community Engagement Directorate worked directly with partners to identify key actions and reported directly into the Carlisle Partnership Executive.

By Summer 2011 the District Delivery Group had been established and a Chair appointed. In October 2011 the Assistant Director of Community Engagement at Carlisle City Council established a meeting with the Chair of the Children's Trust, the Chair of the Carlisle and Eden District Delivery Group, and the Director of Children's Services. This meeting confirmed that both the Children's Trust and the Carlisle Partnership remained committed to a shared group to advance the aims of the Children's Trust and Carlisle's Community Strategy.

The Assistant Director reported this situation back to the Carlisle Partnership Executive in November 2011. At this meeting it was agreed that the District Delivery Group would now act as a shared group and report into the Carlisle Partnership

Executive. A new trial period was agreed with the working arrangements to be reviewed in Summer 2012.

3. The District Delivery Group – moving forward

- 3.1 As stated above the Children's Trust District Delivery Group has now been established. It is Chaired by Chief Inspector Mark Pannone of Cumbria Police. The terms of reference for the group are attached at appendix 2.

The group is now actively working on an action plan to deliver against the Children's Trust Priorities and Outcomes - attached at appendix 3.

This action plan will also address the Children and Young People's Aims of the Carlisle Community Plan (included as a separate supporting document accompanying this report).

Carlisle City Council and the Carlisle Partnership are represented on the District Delivery group by the Wellbeing Manager, the Carlisle Partnership Manager and by Councillor Steven Bowditch. Councillor Bowditch maintains his position as Chair of the dormant separate Carlisle Partnership Children and Young People's Group which will be either resumed or permanently dissolved depending on the outcome of the review of the trial of the District Delivery Group fulfilling its dual role.

Chief Inspector Mark Pannone and Councillor Steven Bowditch will report on the group's progress directly to the Carlisle Partnership Executive.

The Carlisle Partnership

Carlisle City Council Community Engagement Directorate

Chair: Trevor Hebdon

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CP-CYPM1

29 December 2010

Dear Anne,

As you are probably aware the Carlisle Local Strategic Partnership (LSP) has a number of priority working groups, one of which is our Children and Young People's working group (CYP). This group was formed in 2008 and meets independently of the Children's Trust's Carlisle Locality Planning Group (LPG).

However, the Carlisle LSP has recently commissioned a significant review of its structure, governance and performance. This review highlighted our having an independent CYP Group as an anomalous arrangement within Cumbria and a potential cause of inefficiency and duplication.

Subsequently, one of the key recommendations that came out of the review and to the Carlisle LSP's Executive was that we should seek to merge our own CYP Group with the Carlisle LPG (returning to the position that existed in Carlisle prior to 2008).

At the most recent meeting of the Carlisle LSP's Executive (on 15 November 2010) this recommendation was considered and it was agreed that the Carlisle LSP would formally approach the Children's Trust and seek to merge our own CYP Group with the Carlisle LPG. As Chair of the Carlisle LSP I am now writing to seek your ratification of this proposal.

This formal approach follows informal conversations between the Chairs of the two groups and supporting officers; at these discussions it was agreed that such a merger would not only be achievable but would be mutually beneficial.

Historically, the Carlisle LPG did also act as the CYP Group for the Carlisle LSP. However, as I have already stated, the Carlisle LSP formed a separate CYP Group in 2008. At that time, it was felt that the Carlisle LPG was not addressing some of the specific priorities that the Carlisle LSP had identified.

However, the make-up of the two groups (in terms of attendees) has always been largely the same and the two often ended up with overlapping agendas.

The Carlisle LSP has recently produced a new draft Sustainable Community Strategy for the district, which proposes a revised set of priorities, aims and aspirations for the CYP Group.

An objective assessment of these suggested priorities, alongside the existing priorities and actions of the Carlisle LPG, shows that both groups would now essentially share the same priorities and will be trying to advance almost identical agendas.

The only divergence is around child poverty which is not a stated priority of the Carlisle LPG; however, the Carlisle LPG's developing action plan suggests a number of actions that will have a definite and positive effect on child poverty levels. The Chair of the Carlisle LPG has also expressed a willingness, on the part of the group, to work towards priorities that are not explicitly stated by the Carlisle LPG (through task and finish groups pulled together by the Carlisle LPG and the Carlisle LSP).

Rather than duplicate existing effort (and an existing forum) it would now seem logical to revert to a position where the two groups were merged. A similar arrangement exists with the other LSPs across the county, and is a common arrangement across the country.

Given that the Carlisle LPG remains a central part of the structure of the statutory Children's Trust the Carlisle LSP's Executive recommends several key steps to take this forward:

- That the Carlisle LPG continues as the lead group for children and young people in Carlisle and the CYP Group of the Carlisle LSP be merged into it.
- That the existing Chair of the CYP Group and the Carlisle LSP Manager continue to sit on the Carlisle LPG as the Carlisle LSP's lead representatives. (The Carlisle LSP Executive would review this and nominate a lead representative to sit on the Carlisle LPG alongside the Carlisle LSP Manager on an annual basis.)
- That the Carlisle LSP, through their lead representatives, has the opportunity to table agenda items in agreement with the Chair of the Carlisle LPG.
- That other members of the CYP Group join the Carlisle LPG as representatives of their own organisations where appropriate.
- That the Carlisle LPG Chair and the Carlisle LSP's lead representative attend the Carlisle LSP Executive.
- That the Carlisle LPG reports into the Carlisle LSP Executive and Convener's Group and provides their existing quarterly performance reports to these groups based around the Carlisle LPG's action plan.

- That the Carlisle LPG will be accountable to both the Children's Trust and the Carlisle LSP Executive. However, the Carlisle LPG clearly remains an autonomous body under the Children's Trust and will, first and foremost, follow their direction. (If, or when, divergences in priorities arise, again the Chair of the Carlisle LPG will work with the Carlisle LSP's lead representative, the Carlisle LSP Manager and the Carlisle LSP Chair to identify and support a task and finish group to try and ensure that divergent priorities can still be advanced).
- That the merger be trialled for 12 months and then reviewed by both the Carlisle LSP and the Children's Trust.

The Carlisle LSP Executive firmly believe that now, more than ever, effective partnership working will be vital if we are to achieve the best outcomes for children and young people in Carlisle. I consider these proposals to offer the most sensible and effective way for the Carlisle LSP and the Children's Trust to work together to advance our shared aims and I hope you will consider them favourably.

For your information, I have attached the full report and recommendations as they appeared before the Carlisle LSP's Executive.

I look forward to hearing from you.

Yours sincerely,

A handwritten signature in black ink that reads "Trevor Hebdon". Below the signature is a short horizontal line.

Trevor Hebdon
Chair of the Carlisle Partnership

Children's Trust Board – District Delivery Groups

Terms of Reference

Aim

To ensure that key partners co-operate effectively on the ground to improve the well-being of children and young people across all five Every Child Matters outcomes, and promote effective integrated working across agencies in Cumbria.

Responsibilities

1. To determine a multi-agency mechanism in each district for planning and delivering actions to address the priorities outlined in the Children and Young People's Plan (CYPP).
2. To demonstrate strong partnership working and translate the CYPP into an operational action plan to improve outcomes in each district.
3. To support the Children's Trust board in developing, publishing, monitoring and reviewing the CYPP, as the joint strategy which sets out how Children's Trust partners will co-operate to improve outcomes for children and young people in Cumbria.
4. In line with the duty to co-operate as defined in the Children Act 2004 take into account the views of children and young people, in the delivery of the CYPP.
5. To ensure mechanisms are in place in each district to actively promote the participation of children, young people, parents, carers, communities and the children and young people's workforce in the wider co-operation arrangements of the Children's Trust.
6. To support the Children's Trust Board in leading on issues relating to children, young people and their families in the Sustainable Community Strategy for Cumbria.
7. To support the Children's Trust Board in reviewing and revising the CYPP on an annual basis in light of evidence, progress and changing needs locally.
8. To develop and maintain outcome based relationships with other partnerships in each District at an operational level, when there is an opportunity to work together on common issues relating to children, young people and their families.
9. To support the Children's Trust Board in championing the interests of children, young people and their families within the Cumbria Strategic Partnership framework.

10. To drive forward better integrated working across agencies at an operational level within each district to improve outcomes for children, young people and their families.

11. To promote the adoption and use of integrated processes and tools by all Children's Trust Board partners in each district.

12. To ensure that all practitioners in each District are aware of, and have access to information sharing guidance and training and are confident in making decisions about information sharing.

13. To ensure that arrangements are in place for implementing the Common Assessment Framework (CAF) in each district, and that all those involved in working with children and young people have the skills, training and support to undertake an effective CAF.

14. To establish and resource such Task and Finish Groups, accountable to the founding district delivery group, as required such as to facilitate the delivery of the CYPP.

Roles and accountabilities

Cumbria County Council has the lead responsibility for establishing and maintaining the co-operation and partnership arrangements for children, young people and their families, and facilitating the inclusion and participation of all key partners in the arrangements.

The 2004 Children Act identified statutory "relevant partners" and described their duty to co-operate in improving outcomes for children. These partners are represented within the Children's Trust arrangements. Other partners, not defined as "statutory relevant partners", add significant value to the local partnership arrangements, and play a key role in working with others to improve outcomes for children. Such partners are invited to be members of the District Delivery Groups, Task & Finish Groups and Reference Groups where appropriate.

Delivery of actions to improve the well-being of children is the responsibility of individual partner organisations. Each partner retains existing lines of accountability for delivering its own functions.

Membership of District Delivery Groups

The core membership of the three district delivery groups will each comprise of senior representatives of:

- Cumbria County Council – Children’s Services
- Cumbria County Council – Local Committees (one representative from each of the local committees within the DDG geographical area)
- Health (to include Provider Services and Commissioners)
- Cumbria Constabulary
- Fire & Rescue Service
- Local Safeguarding Children’s Board
- Public Health
- Voluntary Sector

In addition, and wherever possible, it will be highly desirable to include representatives from other agencies and organisations on the district delivery groups, for example:

- Youth Offending Service
- Probation
- Connexions Cumbria
- Schools and academies
- Colleges

Chair

The Chair of each district delivery group will be appointed by the DDG concerned and approved by the Children’s Trust Board. The Chair of a District Delivery Group should not also be the Chair of the LSCB.

Frequency of Meetings

To be determined by the district delivery group, in consultation with the Children’s Trust Board; but a minimum of 3 times per year.

Cumbria Children’s Trust – Carlisle and Eden District Delivery Group

