

in Cumbria **Every Child Matters**

Published by the Cumbria Change for Children Partnership

Issue 10 September 2005

Looking forward to challenges



I am really looking forward to moving to Cumbria and working with all of you in my new role as Director of Children's Services. I'll be up and down the M6 from Hertfordshire

during September on various visits and I will be starting officially on 1 October.

I'd like to reiterate Peter Stybelski's closing comments in the Summer issue: "Any changes that we make in organisations, structures, roles and responsibilities must have a prime objective of improving outcomes for all children and young people in Cumbria."

That has to be our focus in the coming months.

Changing organisations and structures will not be my first priority. One thing that we have learnt during the moves to combine children's services in Hertfordshire has been that structural things alone - like moving staff to co-locate and creating new teams - do not on their own create integrated services and improve outcomes for children and young people. We need to start by creating and embedding a shared purpose; we need to build a common focus and a clear understanding across council departments and with all the other partner agencies.

There is a lot to do and I understand that extra responsibilities are usually on top of already busy jobs. I strongly believe that we can keep moving forwards and improving services only by keeping our eye on the bigger picture.

I'm looking forward to getting to know you in the coming months and to facing these challenges together.

Moira Swann

Director of Children Services, designate

What do we mean by ... commissioning?

Commissioning is a process of shaping services based on the needs of local children and their families and their forecast needs over forthcoming years.

Paul Boyce is Senior Joint Commissioner in Cumbria County Council Social Services and North Cumbria PCTs and one of the leaders of the Change for Children Partnership's Commissioning and Resource Identification workstream with Mary Sloan of Morecambe Bay PCT. He explains the process of defining and developing a joint commissioning strategy and function for the future:

The development of a joint planning and commissioning framework for children's services is a central function of a children's trust and lies at the heart of improving outcomes for children and young people and their families.

To support local authorities and partners in the development of joint planning and commissioning arrangements, the DfES has published guidance (Joint Planning and Commissioning - a five-year vision starter paper) which describes a nine-step cyclic approach to be applied to all services for children whether they are provided by one agency or by a partnership of agencies working together:

1. Look at particular groups of children and young people
2. Develop needs assessment with user and staff views
3. Identify resources and set priorities
4. Plan pattern of services and focus on prevention
5. Decide how to commission services efficiently
6. Commission - including use of pooled resources
7. Plan for workforce and market development
8. Monitor and review services and process
9. Look at outcomes for children and young people

This approach will be implemented in Cumbria.

In preparation for this implementation the CfCP commissioning workstream, supported by the DfES external support team, have agreed two key documents:

- A commissioning intentions statement which includes a definition of commissioning and
- A commissioning framework document which identifies the key issues that need to be resolved before joint planning and commissioning can take place.

"There is plenty of practical experience of joint commissioning around the county and we're already finding ways to build on this experience to develop a strategy and practical processes for the future."

Paul Boyce, Senior Joint Commissioner

Joint working in practice in Mental Health Services

“Half of all adult mental health disorders begin before the age of 14.”

Survey of 10 000 adults, Archive of General Psychiatry, June 2005

Anne Sheppard is the Lead Manager, Emotional Wellbeing based in Cumbria's Children's Social Services and she works with a broad range of agencies to develop and commission Child and Adolescent Mental Health Services (CAMHS). Her post was created in 2003 and she is responsible for the administration of a central government CAMHS grant paid via the local authority. Since April 2004 additional monies to develop child and adolescent mental health services have also been available via Primary Care Trusts.

“We need to think strategically about a comprehensive range of mental health services for children and young people, from preventative services which can intervene early before mental health problems develop, right through to services for those needing intensive support and treatment.”

There are already several excellent examples of joint commissioning, joint funding and integrated frontline delivery in CAMHS:

Joint pot funding – CAMHS have been working with Cumbria Children's Fund and Education Services for three years now on a programme of early intervention projects in primary schools. The aim has been to enable schools to set up nurture groups and similar approaches so that they can identify problems early in a child's school career and involve parents and carers in tackling issues before they become bigger problems.

Over 1000 children are currently benefiting from these projects and the focus of future funding is on clusters of schools working together and learning from each other. Now that a critical mass of schools is involved, there is evidence of sustainability in new attitudes and in improved skills.

For further information and reports on these projects, see www.cumbria.gov.uk/education/behaviour/default.asp.

Joint commissioning – Since April 2004, sources of CAMHS investment have been combined with Morecambe Bay PCT and with the NHS Trusts in North Cumbria to commission both preventative and remedial emotional wellbeing and mental health services. The commissioning process involves local implementation groups and partnership groups with representatives from all agencies including voluntary providers. In North Cumbria this process has also involved MENCAP and two family support workers have been appointed to provide advice and support to families with children who are somewhere on the autism spectrum. As well as being jointly funded and commissioned, this service has come from careful listening to families about their real needs.

Five Primary Care CAMHS Worker posts have been created across the county to provide support, advice and training on mental health issues to those in education, primary care and social services who are working with youngsters. In South Cumbria, the two workers are located in the Connexions office - another example of joint commissioning leading to joined-up, integrated service delivery.

“Expectations are very high but joint working has helped us to be more creative and to make more of a difference for children and young people from limited funding. There is always pressure to focus resources on remediation where there is more obvious urgency but we must continue to develop approaches to early intervention and preventative services in parallel. Research clearly shows that it is as important to look after our emotional wellbeing and mental health as it is to keep ourselves physically fit and well.”

Anne Sheppard, Lead Manager, Emotional Wellbeing

For more information about the development of CAMHS go to: www.everychildmatters.gov.uk/health/camhs/

Perspective – be healthy

Some insights from children and young people in Cumbria.

“We have easy access to computers at school to get health information via a good, easy-to-use website but it is difficult to access stuff about sexual health.”

“Need time to get to know a nurse or GP. Need to trust people to be able to talk about anything and be confidential.”

“Children need education so they can make healthy choices.”

“There is nowhere healthy to eat up town – stuck with burgers, chips and milkshakes.”

“Staff don't give you enough responsibility when you are coming up to leaving care. You need to take responsibility for all your health care.”

Lead Member for Children's Services

Philip Chappelhow is a county councillor who has represented Penrith North and Lazonby since 2001. He was appointed as Lead Member for Children's Services after the election in May 2005, building on his existing interests in all aspects of work with children and young people. Philip was previously assistant to Joan Stocker, the Lead Member for Education, and he is a governor of both Greystoke Primary School and Ullswater Community College.

What do you aim to contribute to the change processes as a Lead Member?

As lead member I aim to help the two services, Education and Children's Social Services, to become one. This is not a takeover but a new service, with a new culture, that will be the pride of Cumbria.

How do you keep in touch with other council members?

The good news is that changing to a Children's Service has all-party backing. There is no place for party politics in Children's Services and an all-party group chaired by myself monitors the changes and improvements to Children's Services.

How can you reassure council staff and those in the health and voluntary sectors about the impact of changes?

By being involved, people can help to shape the changes.



First of all, health – people in health have a duty to co-operate and are already actively involved with the Change for Children work streams.

And the voluntary sector are as important as any of the other partners. They are also actively involved with the work streams and have been allocated four places on the Children and Young People's Strategic Partnership.

What advice do you have for keeping the focus on outcomes for children and young people when there is so much change happening and everyone has their jobs to do as well?

The day job is very important. We have

a three star education service and rapidly improving children's social services and we cannot let either of them slip up. So the changes will take place at the same time and more resources will have to be found if necessary.

If you had three magic wishes to change three things in the current services for children and young people, what would your wishes be?

- 1) More resources.
- 2) A seamless children's service.
- 3) A four star rating, being the best in the country.

Given the practicalities, what will make those three things happen in reality?

- 1) Given the present known pressures on the County Council budget, probably a miracle.
- 2) A lot of hard work and commitment and trust building should go a long way to achieving this.
- 3) As before and a commitment to strive for excellence.

What are the strengths of the people working with children and young people in Cumbria?

The strengths of those I know in Cumbria are loyalty, total commitment and the best interests of all children and young people of Cumbria at heart. When individuals have that focus, the resulting organisations and ways of working should be able to keep it too.

What are the key responsibilities of a Lead Member in Children's Services?

The Government published its Statutory Guidance on the role of the Lead Member earlier this year and highlighted three areas of the role:

- political accountability for the effectiveness, availability and value for money of all local authority children's services;
- leadership within and beyond the local authority to engage and encourage local communities in order to improve children's services, and to ensure that services, both within the local authority and across partner organisations, improve outcomes for all and are organised around children and young people's needs;
- a particular focus, with the Director of Children's Services, on safeguarding and promoting the welfare of children across all agencies.

“The Guidance also states that I should ensure that children and young people, their parents and carers are able to make a real contribution to the development of services. They need to be actively involved in service design as well as being encouraged to give their feedback on the effectiveness of services.”

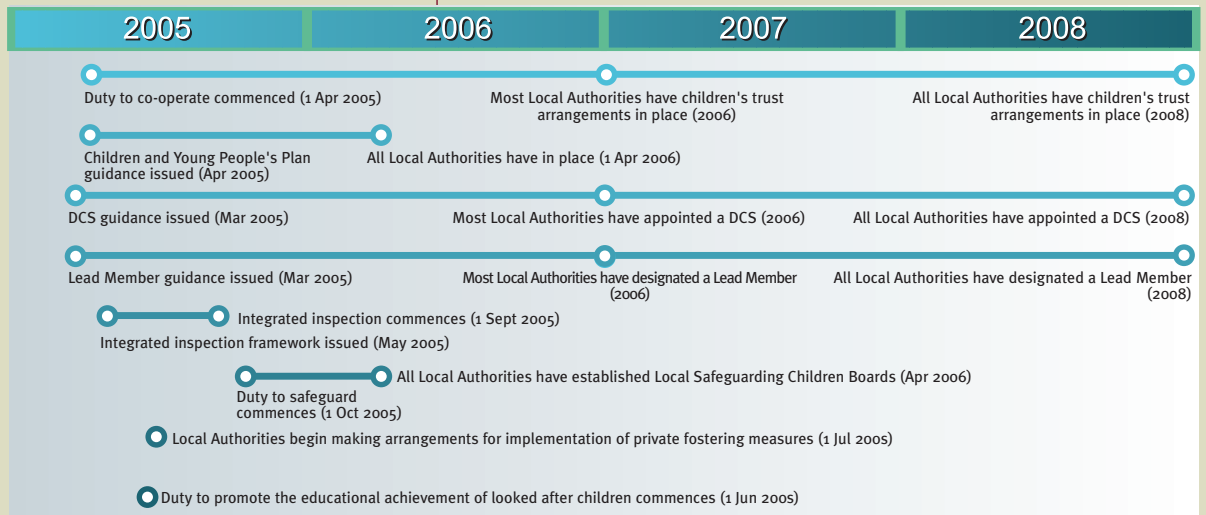
Philip Chappelhow, Lead Member for Children's Services



Timelines, deadlines and key dates

The Government has set a number of key deadlines for local authorities and for Government departments to ensure that there is consistent progress towards a children's trust way of working across the country.

The diagram included here shows some of the key dates.



Cumbria is already making progress in the following areas:

- the Change for Children Partnership and supporting governance arrangements (explained in the Summer newsletter) are now in place with membership of the various work streams already a clear indication of co-operation at all levels and across many organisations in Cumbria – this section of the Children Act (2004) came into force in April 2005
- both a Lead Member for Children's Services, Philip Chappelhow, and a Director of Children's Services, Moira Swann, are now appointed
- promotion of educational achievement by children looked after has been a priority for some time with the County Council's education service for children looked after. (See *Every Child Matters* 07, May 2005 for further details)

"We have made significant progress in developing children's trust ways of working in the past few months: we now need to make progress on writing a Children and Young People's Plan which will shape future services for children and young people in Cumbria."
Siân Rees, lead of the Change for Children Partnership

Safeguarding is one of the priorities for the Change for Children team in Cumbria and Michael Watmough and Paul Moore are leading the workstream that focuses on this area. Cumbria will have its Local Safeguarding Children Board in place six months ahead of the statutory deadline of April 2006 and safeguarding will be the theme of the next *Every Child Matters* newsletter, to be distributed in late September.

"There is a real willingness to improve outcomes for children and young people in Cumbria through integrated front line delivery, joint processes, joint planning and integrated governance. In action, such arrangements will be our children's trust. Cumbrian children and young people have already given us a clear steer on their expectations for children's services and we must continue to actively engage them in developments if we genuinely value their unique perspectives."

Michael Blakey, Project Manager

In Cumbria Every Child Matters is published each month by the Cumbria Change for Children Partnership, a multi-agency group covering health, education, social care and all aspects of work with children and young people in Cumbria. The newsletter is also available online via the Cumbria County Council website at www.cumbriacc.gov.uk

Further information and comments should be addressed to the Editor, Michael Blakey, Project Officer – Change for Children Partnership on 01228 601192 or via michael.blakey@cumbriacc.gov.uk. See www.everychildmatters.gov.uk for the latest news, guidance and documents.

September 2005

Principles of participation and "Hear by Right"

Participation is about people having a say in decisions that affect their lives, organisations and communities and the Change for Children Partnership has recently adopted a standards framework called "Hear by Right" to guide participation in Cumbria.

"Outcomes are at the centre of children's trust arrangements and effective participation by everyone involved is key to the successful delivery of the new arrangements in Cumbria."
Richard Frank, Connexions Cumbria and joint lead on the Involvement work stream

The principles underpinning participation have been identified as:

1. Children, young people, families and communities are involved because they want to be.
2. They have a choice about how they get involved and at what level.
3. The diversity of people is valued.
4. Participation is accessible to all children, young people, families and communities.
5. Everyone is open and honest about the process.
6. We will work in partnership.
7. People are encouraged to come up with their own ideas and solutions.
8. Barriers that stop people from getting involved are challenged.
9. The value of people's work, ideas and skills is recognised.
10. Children, young people, families and communities' involvement makes a difference.

For further information, examples and support in using these principles, go to The National Youth Agency at www.nya.org.uk/activeinvolvement and www.nya.org.uk/hearbyright.