

Children's and Young People's Services Diagnostic

Isle of Wight Council

Audit 2005/2006

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For further information on the work of the Commission please contact:

Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ

Tel: 020 7828 1212 Fax: 020 7976 6187 Textphone (minicom): 020 7630 0421

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Introduction

- 1 Improving children's lives is one of the most important responsibilities for both local and central government, to which the current government has demonstrated a high commitment. Following the 2003 Green Paper '*Every Child Matters*' (ECM), the Children Act 2004 has set out the Government's vision for how services to young people and children can be improved through better integration and co-operation, new leadership arrangements and a focus on delivering outcomes. The Government has introduced an ambitious agenda for local authorities and their partners to deliver in a short timescale.
- 2 County councils and unitary authorities are required to make substantial changes to the way that services for young people and children are planned and delivered in partnership with local health, criminal justice, education and voluntary sector bodies. Most importantly, children, young people, their families and carers must also be involved in identifying what is needed and their needs be made central to planning and delivering services.
- 3 The Council is working with its partners to integrate the planning, commissioning and delivery of children and young people's services and in spring 2005 decided to set up a Children's Trust with effect from April 2006. Taking account of local needs and concerns, the Council is required to implement the following new arrangements:
 - a child-centred, outcome-led vision based on the five outcomes in ECM;
 - integrated service delivery organised around the child or young person;
 - integrated processes including a Common Assessment Framework (CAF);
 - integrated strategy - joint planning and commissioning; and
 - inter-agency governance - a robust inter-agency framework of accountability.
- 4 Given the significant children and young people change agenda facing the Council and related risks we agreed in September 2005 that the Commission would review progress on the implementation of the new arrangements and make recommendations about any improvements needed.

Background

- 5 The Council had implemented a number of changes towards establishing the new Children's Trust arrangements prior to this review. These include the following.
 - Producing a '*Local Preventative Strategy*' in 2004 which sets out how integrated children's services will be developed.
 - Appointing a Director of Children Services and setting up a new Children's Services Directorate, bringing together the education and social services functions for children and young people.
 - Re-organising its scrutiny arrangements to set up one committee accountable for children's services.

- Establishing shadow Children's Trust Boards (three boards) in August 2005.
 - Appointing a Children's Trust Development Adviser in August 2005 to support the arrangements to establish a Trust and identifying the key tasks to achieve this.
 - Testing integrated working through pilot 'cluster' initiatives in local areas.
- 6 While we were carrying out the review the Council announced that the Director of Children's Services was to take early retirement. A letter was sent to most of the partners involved in the shadow boards explaining this decision, but at that time no indication was provided of what the arrangements would be to provide cover for the post. Because the Director was closely involved in promoting the Children's Trust and chaired the Strategic Board, this uncertainty was causing considerable concern for the partners as to what the new arrangements would be and also whether this signalled a change in the Council's view towards the Children's Trust. Consequently, where partners had expressed confidence in the leadership provided and the direction taken towards establishing the Trust in the survey undertaken for this review, this was qualified during the subsequent interviews.
- 7 Since our review took place the Council has appointed an interim Director of Children's Services who has met with the Children's Trust partners and it has explained its transitional arrangements to partners at the Children's Trust away day on 10 January 2006.
- 8 The Council has also decided to invite tenders for a strategic partner to support the delivery of Children's Services during 2006. The education service continues to be delivered by the Council until a strategic partner is appointed.

Scope and objectives

- 9 The aim of the review was to assess the developing Children's Trust arrangements in the following areas:
- the management of the change process including risk assessment;
 - the effectiveness of partnership working including governance arrangements;
 - the development of integrated working, workforce planning and information sharing;
 - the establishment of joint commissioning and performance management arrangements; and
 - overall, progress against key milestones including producing a Children and Young People's Plan (CYPP) and setting up the Children's Trust.
- 10 In carrying out this review our aim was to obtain the views of both the Council and its partners on the above areas. We also aimed to provide the Council with some benchmarking of its progress using similar reviews being undertaken by the Commission with other Hampshire local authorities.

Audit approach

- 11 The audit approach comprised:
 - an online survey of the Council and partner members of the shadow Children's Trust Strategic Board during October 2005;
 - with agreement of the partners, reporting the survey findings to the Council and agreeing the identified 'weaknesses' to be discussed in interviews with the Strategic Board members and the portfolio holder for children's services - undertaken in November 2005; and
 - a review of key documents relating to the new arrangements.
- 12 The survey achieved a 77 per cent return rate and a summary of the results for the 12 elements of the Commission's children and young people's diagnostic is contained in Appendix 2.
- 13 A summary of the overall key findings from the survey and interviews is contained in Appendix 1, using the same structure as the survey, and the main conclusions are summarised below.

Main conclusions and key areas for improvement

- 14 The Council and its partners have made some progress towards meeting the requirements of the Children Act 2004 and establishing a Children's Trust. This progress includes the following.
 - Establishing good relationships between the Council and Children's Trust partners and achieving wide representation from partner organisations on the Trust boards.
 - Operating a shadow Children's Trust board structure with terms of reference in place.
 - Consulting effectively with children and young people on their priorities.
 - Developing a shared needs assessment.
 - Agreeing an information sharing framework for the Children's Trust.
 - Piloting integrated services and processes including co-location of services, an outcomes awareness toolkit, common referral and involvement of children and young people.
 - Establishing new children's centre and extended schools facilities.
 - Starting to address workforce development and piloting work shadowing.
 - Developing a scorecard of performance measures aligned to the ECM five outcomes.
 - Implementing an agreed plan for the transition from the Area Child Protection Committee (ACPC) to the Local Children's Safeguarding Board (LCSB) by April 2006.

- Agreeing new strategic priorities in November 2005 which are focused on improving performance on the five ECM outcomes, linked to the draft Local Area Agreement (LAA) C&YP block priorities and targets and to the Council's corporate plan, 'Aim High'.

Further details of the progress made are contained in Appendix 1.

- 15 However, the Council faces a number of important challenges if it is to successfully deliver on the five outcomes for children and young people and achieve child-centred, integrated service delivery. Most critical is the need to address the impact of the recent changes, particularly the replacement of key Children's Services officers and the engagement of a strategic partner, on the delivery of the ECM outcomes. Alongside this the Council needs to keep the goodwill of its Children's Trust partners and maintain public confidence that it can deliver on this complex agenda.
- 16 The key areas for improvement are summarised below.

Shared vision and plan

- 17 The vision for the Children's Trust is not fully understood or shared by all partners. Although partners agree that the Trust is a means by which they will work together to establish integrated children's services and achieve the ECM five outcomes, some partners are unclear about the detail of the Trust arrangements. Areas identified by partners as requiring greater clarity include the extent to which the Trust will be a service provider and of which services, and the relationship of the Children's Trust to the developing Health and Social Care Trust. In addition, the differences between the current shadow arrangements and implementation of the Children's Trust from April 2006 are not clear from the outline plan for the Trust. Improving the understanding and 'ownership' of vision for the Trust by partners, especially the Strategic Board, is necessary for the partnership to be effective in achieving its shared aims.
- 18 Although the Council and its partners anticipate that they will meet the statutory requirement of publishing a Children and Young People's Plan (CYPP) by April 2006, the process and detailed timetable are not widely understood by partners. This lack of understanding is due to the partnership's lack of a detailed project plan (see paragraph 25). The links with the Council's LAA have been identified and partners have provided the needs assessment information requested by the Council but this needs to be brought together in the draft CYPP and the audit of services completed. The learning from the cluster pilots also needs to be pulled together for the plan. The delayed project management tool (see paragraph 27) was intended to facilitate partners' reviewing and commenting on the draft plan but it is not clear whether this will be in place and usable in time. Given these factors, and the capacity issues referred to in paragraph 26, it is not certain that a robust and CYPP agreed by partners will be achieved in the required timescale.

Governance

- 19 The governance arrangements relating to the establishment of a Children's Trust present a number of risks which the Council needs to address. At the time of the review these included the urgent requirement to establish clear transitional arrangements in Children's Services to provide continuity, maintain public confidence and prevent failure to meet its statutory obligations to children and young people.
- 20 At the time of this review the Council had not established clear transitional management arrangements to fill the role played by the Director of Children's Services (DCS) however these arrangements are now in place. Prior to his early retirement in December 2005, the DCS was seen by the partners to be the driving force in ensuring that the Council responded to the requirements of the Children Act 2004 and in securing the commitment of the Council's partners towards this and the establishment of a Children's Trust by April 2006. It is important that the Council maintains this momentum and ensures that the milestones for the delivery of services to children and young people are met by the transitional arrangements. Longer-term management arrangements also need to be put in place and the Council is starting to address this by inviting tenders for a strategic partner.
- 21 At the time of this review the Council had not made clear its transitional arrangements or intentions regarding the Children's Trust to its partners and risked losing their confidence in the Council's ability to steer this process. There was concern among partners about the sudden changes at the Council, the way in which these were communicated to them and their potential impact on current partnership arrangements and the future of the Children's Trust. The Council has since made its transitional arrangements clear to partners, at the Children's Trust away day on 10 January 2006. Lead councillors have a key role to play to ensure that the strong commitment of partners to joint working on the children and young people's agenda is maintained.
- 22 There are some areas relating to the shadow board arrangements for the Children's Trust which require strengthening. These are:
 - roles and responsibilities, as despite terms of reference being agreed there is a lack of clarity in practice about the different remits of the three existing shadow boards and some concerns about duplication of effort;
 - the steering function of the Strategic Board and the need for it to drive forward the change agenda (see paragraph 25 regarding the project plan); and
 - the function and composition of the proposed Governance Board, including how lead councillors and non-executives will be involved in the partnership and how decisions will be scrutinised.

- 23 Little progress has been made formally to understand how the general commitment to joint commissioning will be translated into action. The partnership has a target to draft a commissioning strategy by April 2006, a task delegated to the Process Board. However, joint commissioning was identified as one of the weakest areas for the partnership in the survey and it is not clear if this target will be met. There is some piloting work being carried out, but how and when this will be used to prepare a joint approach is not clear. The needs assessment which underpins joint commissioning is not yet complete.
- 24 The partnership lacks a strategy in relation to pooling and aligning resources and the learning from new pooled budget arrangements has not yet been evaluated. Although partners are committed to aligning budgets and one pooled budget agreement is underway for children's services, the partnership has not developed a strategy for joint use of resources which will support its commissioning strategy. The section 31 agreement for a respite care provision currently in progress has proved problematic to the Council and its health partners and learning from this will need to contribute to any strategy. It is not clear therefore how the Trust will ensure that partners' resources are used effectively to achieve the best outcomes for children and young people or what contribution the Trust will make to delivering efficiency savings.
- 25 Workforce development was identified as one of the weakest areas in the survey in terms of progress and there are gaps in understanding what the implications for staff will be when the Trust is set up. This is not just for those working in the Council. The report recently received from consultants helps bridge these gaps in terms of highlighting the issues, but the work to re-assure staff as well as ensure that the right skills and capacity is available is now the challenge. Some work is being done to break down cultural barriers, for example between teachers and social workers, but partners identified a need for further work to highlight how the different cultures can influence the way they engage with the work of the Trust.

Project planning, maximising capacity and risk assessment

- 26 The shadow boards are not working to a detailed, SMART project plan which would enable the Council and its partners to meet the key milestones required by the Children Act 2004 and for the establishment of the Children's Trust. The boards are working to a 'timeline' for the Children's Trust which outlines a key task for each of the shadow boards to achieve by April 2006. However, this timeline is not currently supported by a detailed project plan which identifies responsibilities, milestones, interim deadlines and resources although the Council recognises the need for such a plan. There is also a lack of clarity about the project manager role and which Council officer is responsible for overseeing the existing timeline and any future project plan. The absence of a SMART project plan and assigned project manager are a barrier to effective progress monitoring both by the Council and the Strategic Board.

- 27 The partnership is not maximising its capacity to ensure that its key objectives are delivered. Both the Council and its partners have concerns about their capacity to deliver on the challenging timetable for establishing the Children's Trust and meeting the key objectives of the partnership. Capacity problems are evident from the range of tasks which are delayed but the resource gaps are not readily quantifiable due to the lack of a SMART project plan.
- 28 Risk management arrangements are not in place for the Children's Trust shadow boards to identify and manage risk although the Council is using its corporate risk register to manage its own risks in this area. The implementation of PRINCE2, the project management tool selected by the shadow boards is delayed. This tool is intended to support the identification of risks which the partnership will then manage. The delay is due to the need to allocate resources to complete the training of Council staff, undertake training for partner users and provide ongoing support to users. Therefore risk management is currently inadequate at a time when managing risk is even more critical given the recent changes at the Council.

Communications

- 29 A communications strategy is not in place to provide a structure both for engagement with children and young people and for communication with staff of the Council and partner organisations about the integration of services and the development of the Children's Trust. The strategy has been delayed by three months due to capacity constraints in the Council's corporate services. In the interim partners have consulted effectively with children and young people about their needs and priorities and there has been some but not sufficient communication with staff. With the changes taking place at the Council relating to children's services and given the challenging timetable ahead for the partnership, the Council and its partners need to ensure that staff are kept informed and are 'on board' with the changes. In addition, they need to structure communication and consultation with children and young people so that the partnership is able to build on the success of events like the 'Big Day Out'.

Information sharing

- 30 There is a lack of clarity as to the status of the Pan-Hampshire protocol for information sharing. The Process Board is checking the position so that the basis upon which information is to be shared will be clear to all partners. In doing so, consideration will be given to how the cultural differences in the way that information is handled might affect this process and the provision of appropriate guidance and training.
- 31 The Council may not meet the target date of 1 January 2006 for implementing the new Integrated Children's System (ICS) for all new referrals. The system being used aims to enable information sharing across social care and education, including a single point of data entry. However, it is not fully functional due to problems with the software and the Council's difficulty in meeting the financial costs of overcoming these problems and providing the required training.

Performance management

- 32 Performance management arrangements to enable the partnership to monitor progress against the five ECM outcomes have not been agreed by the partnership. A scorecard of performance measures has been developed but the Process Board has yet to draft a monitoring and reporting framework which takes account of the different approaches to and understanding of performance management among the different partner agencies.
- 33 The lack of effective progress monitoring of the Children's Trust project plan is referred to in paragraph 25.

Recommendations

- 34 The Council needs to prioritise addressing the urgent issues resulting from the changes to the Children's Services Directorate and work with its partners to implement the partnership's key objectives to the agreed timetable. Following discussion of the draft recommendations and action plan with the Council we expect that the Council will take forward these recommendations with its partners through the shadow boards.

Recommendations
<i>R1 Establish interim transitional management arrangements for the Children's Services Directorate and secure longer-term arrangements.</i>
<i>R2 Review and clarify partners' understanding of the Children's Trust and its relationship with other formal partnerships.</i>
<i>R3 Ensure that the Children and Young Persons Plan is published by April 2006.</i>
<i>R4 Communicate the Council's intentions concerning the management of children's services and the establishment of a Children's Trust to partners and staff.</i>
<i>R5 Strengthen the Children's Trust shadow board arrangements and agree the role and composition of the proposed Governance Board.</i>
<i>R6 Establish and agree a SMART project plan to support the timeline and identify a project manager. Expedite delayed tasks including the establishment of a risk management plan and the drafting of the communications strategy.</i>
<i>R7 Ensure that the commissioning strategy is adequately resourced with the right level of expertise and incorporate a strategy on aligning and/or pooling budgets. Apply learning from pooled budget pilot to this process.</i>
<i>R8 Agree performance management arrangements to implement from October 2006 which will ensure delivery of the five ECM outcomes.</i>

Appendix 1 – Summary of findings

Table 1 Children and young people's diagnostic findings November 2005

Isle of Wight Council

Area of focus	Areas of strength/achievement	Areas for further development
Managing change	<ul style="list-style-type: none"> • A lead Director for Children’s Services in post from April 2004 to December 2005. • In September 2004 the Council re-organised its social services and education responsibilities to bring responsibilities for children and young people together in the new Children's Services Directorate. • Timeline in place that identifies target date for new Trust to be established. • Prince2 methodology selected and software developed to aid decision-making and project management for the work. • The Council is identifying the risks relating to the Children's Trust in its own risk register. • Recognition of potential impact of cultural issues of different organisations recognised, although work to address this not yet planned formally. • Council has held a number of conferences with staff and agencies to explain the Children's Trust proposals. 	<ul style="list-style-type: none"> • Assessing the impact of the recent changes in key officers in the Children Services Directorate on meeting the requirements of the Children Act 2004 and establishing the Children's Trust. • Assessing the impact of the Council's recent decision to tender out the education service on meeting the requirements of the Children Act 2004 and establishing the Children's Trust. • Communication with partners prior to the departure of Council's key officer and to understand new arrangements to cover for departure of Director of Children's Services. • Production of project plan to support work of the Boards and feed into the Prince2 methodology. • Formal identification of who the project manager is and consideration of any support required. • Training of Council and partner users of project management system to be completed.

Area of focus	Areas of strength/achievement	Areas for further development
		<ul style="list-style-type: none"> • The capacity of the Council and its partners to implement the change management agenda is unclear. Resource requirements are not properly addressed in the timeline, both the Council and its partners are concerned about capacity and capacity has been decreased by the loss of senior staff in the Children's Services Directorate. • A partnership risk register is not in place. Systematic identification of potential risks to children, young people's services during the transition period, their impact, and how risks will be mitigated by each partner not in place yet. • Communications strategy to be completed (approximately three months behind schedule).
Local needs assessment	<ul style="list-style-type: none"> • Detailed demographic and other related information available to highlight issues relating to deprivation etc and brought together in The Scorecard. • Good knowledge base from different sources to identify key issues such as bullying, domestic violence, drugs and alcohol. • Some mechanisms in place to engage and consult with young people and their families, eg 'Big Day Out' event, Viewpoint online consultation process through schools and targeted consultations with groups such as care leavers. 	<ul style="list-style-type: none"> • Further work is needed to bring together the local needs assessment and complete the audit of services being undertaken, both of which will contribute to the C&YP Plan and joint commissioning arrangements. • Communication strategy not in place for ensuring that the views of children and young people and their families continue to contribute to understanding needs and reviewing priorities.

Area of focus	Areas of strength/achievement	Areas of further development
<p>Creating a shared vision and plan</p>	<ul style="list-style-type: none"> • Local Preventative Strategy published June 2004. • The Council has agreed new priorities for children and young people which are outcome-focused. The 'priorities' meeting in November 2005 between the Council, DfeS, CSCI and GOSE (attended by non-Council representatives of the partnership) agreed these new priorities and aligned them with the Local Area Agreement priorities. • Process in place that involves the partners to agree the shared vision and publish the C&YP Plan by April 2006. • Direct links made to the outcomes of the ECM agenda. 	<ul style="list-style-type: none"> • Addressing the differences between partners relating to the vision for the Children's Trust and how it will fit with the Health and Social Care Trust. A minority of partners are uncertain about the vision of the Children's Trust as both a commissioning and provider body and whether it should be a separate body to the planned Health and Social Care Trust. • Meeting the deadline for the production of the C&YP Plan by April 2006. The lack of a detailed project plan and oversight of this by the Strategic Board makes it unclear to partners whether this key milestone will be achieved although they are confident that it will be.
<p>Working in partnership</p>	<ul style="list-style-type: none"> • Good working relationships between Council officers and Children's Trust partners. • The commitment made towards the establishment of the Trust followed wide consultation with partners in the autumn of 2004. • Since August 2005 all the relevant partners are now invited to and are members of the shadow boards, although the identification of representatives from schools, the voluntary sector and GPs has only just been resolved. 	<ul style="list-style-type: none"> • Assumptions made about the commitment of the various partners to key aspects of the Trust need to be tested to ensure that a common approach is being supported • Some cultural differences identified between the various partner organisations need to be addressed to ensure that they do not present a barrier to the establishment of the Trust and implementation of the C&YP Plan. • User representation on the Trust boards is still to be resolved. There is a mechanism for user representation to the shadow boards via the children and young people's forum.

Area of focus	Areas of strength/achievements	Areas of further development
	<ul style="list-style-type: none"> The partnership is using one of the cluster pilots to investigate ways of involving children, young people and their families and a draft charter of rights has been produced for consultation. 	
Leadership	<ul style="list-style-type: none"> Prior to 21 November 2005 partner organisations had confidence in the direction being taken to establish the Trust and specifically the input from the Director of Children's Services. 	<ul style="list-style-type: none"> Uncertainty amongst partners about the possible future for the Trust needs to be addressed urgently. How lead councillors are to be involved in the operation of the Trust is not clear to all partners, particularly since none have attended any meetings of the boards to date.
Accountability and decision-making	<ul style="list-style-type: none"> Terms of reference describing the roles of the three boards have been produced, although whether formally agreed by all partners unclear. The board meetings are well run and the Children's Trust Adviser is highly regarded by partners as effective in supporting the work of the boards. 	<ul style="list-style-type: none"> The different roles of the various boards are not fully understood by all partners and this is hampered by the use of identical agendas for the meetings of each board. The lack of a detailed project plan is limiting the effectiveness of the Strategic Board as the partnership body which steers the change agenda. The relationship between the Strategic Board and the proposed Governance Board is not clear to partners including how the Governance Board will influence the work of the Trust. The appropriate membership of the Governance Board is not clear as a consequence

Area of focus	Areas of strength/achievements	Areas of further development
Workforce development	<ul style="list-style-type: none"> • A Workforce Development Group (WDG) has just been established comprising officers from the key sectors such as education, youth and community etc. • The partnership has started to develop a workforce strategy. Consultants (Outcomes UK) have recently produced a report on the Council's workforce training requirements for WDG and it is intended that this work be rolled out to all the other CT partners. • The WDG has not yet evaluated the consultants' report but is exploring setting up a range of training programmes at different sites. • Capacity building for the voluntary sector has been identified as a priority in the LAA to ensure that key competencies are met for those involved in delivering children's services. • Work shadowing is being piloted to broaden the understanding of the roles of the various professional groups - social workers and teachers were the first grouping. 	<ul style="list-style-type: none"> • Capacity in terms of the resources available and having the necessary skills available is a serious concern among partners. The delays in some of the work are highlighted as a consequence of this pressure. • Cultural and professional differences will need to be identified and training put in place to address these issues. • The impact of the establishment of the Trust is not fully understood throughout the Council in terms of how their role could make a contribution under the new arrangements.

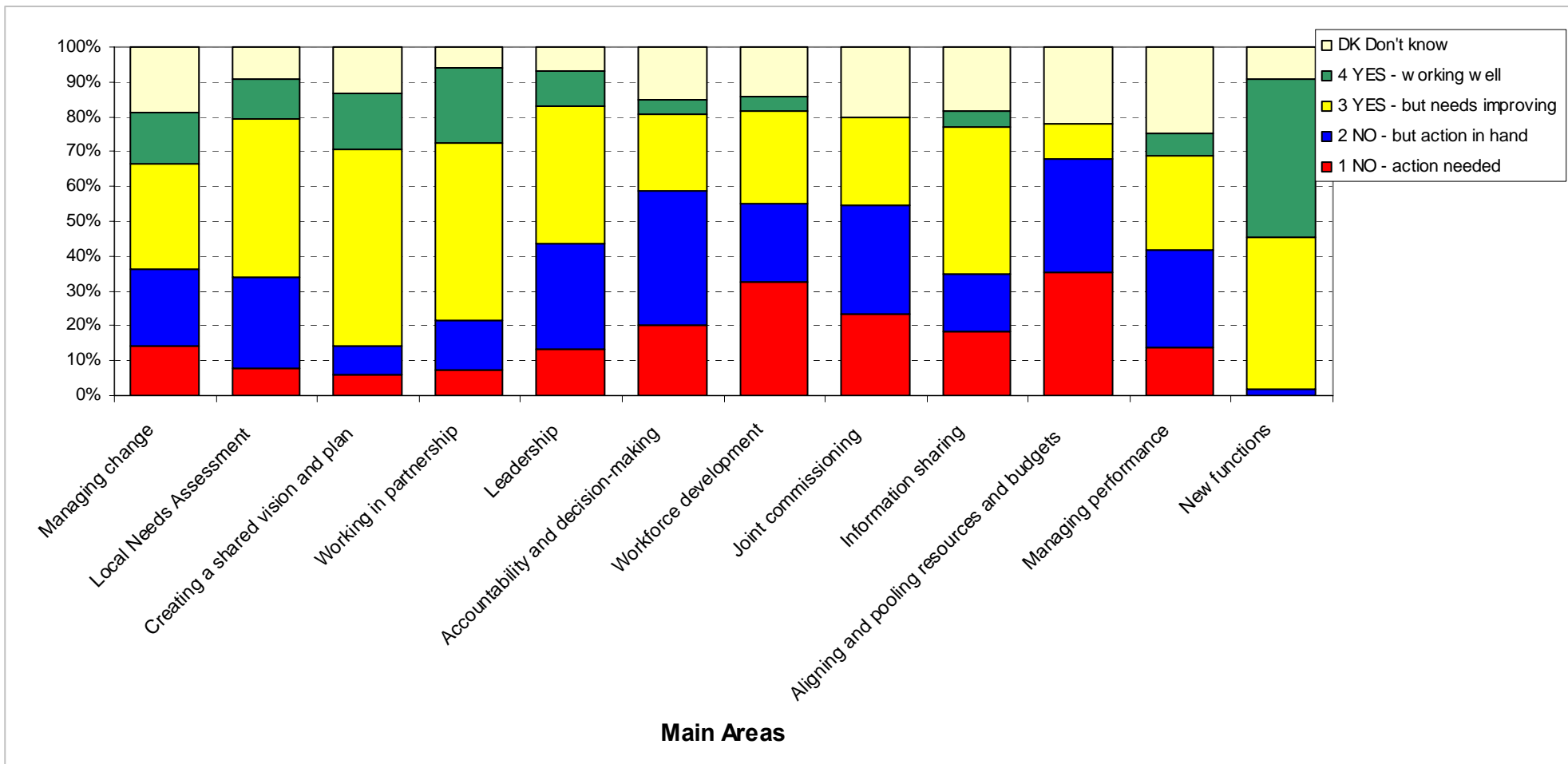
Area of focus	Areas of strength/achievements	Areas of further development
Joint commissioning	<ul style="list-style-type: none"> • The Process Board has been charged by the Strategic Board to produce a Joint Commissioning Strategy by April 2006. This will address how GP commissioning will fit within the strategy. 	<ul style="list-style-type: none"> • Some partners are uncertain whether the Process Board members have sufficient understanding of commissioning to produce a draft commissioning strategy. • There is a concern that the introduction of joint commissioning requires a broader understanding of the various approaches adopted by the partner organisations before a formal process is put in place. In this way the relationships are built upon from which joint commissioning can develop. • How the GP Commissioning approach (practice based commissioning) will fit into this regime is uncertain at this stage
Information sharing	<ul style="list-style-type: none"> • Information sharing framework in place for Children's Trust which covers legal requirements, requesting information and consent. • Online directory of services compiled and available on Children's Trust website. • There is a commitment to information sharing among the partners and some are encouraging frontline staff to do so. Where this is being tested, the opportunity to learn from the experience in terms of how different organisations present and use information is available. 	<ul style="list-style-type: none"> • There is a lack of clarity as to the status of the pan-Hampshire protocol for information sharing. This is an issue that the board members are aware of and seeking clarification on. • The ICS is not running to schedule and may not meet the 1 January 2006 deadline for new referrals. The system went live in social care in November 2004 but due to technical problems has not been fully implemented. The Council is having difficulty in meeting the financial costs of fully implementing the system and providing staff training. • How the external IT systems communication is to be managed is yet to be developed, although a team are investigating how this might be achieved through a web-based approach.

Area of focus	Areas of strength/achievements	Areas of further development
Aligning and pooling resources and budgets	<ul style="list-style-type: none"> • There is a broad willingness to consider aligning budgets and some informal aligning has taken place. • The experience of the LAA implementation is seen to be a model for how children's services might be organised in the future for both pooling of budgets and commissioning. Negotiations for the C&YP block are due to be completed by February 2006. • The partnership is making progress with the development of children's centres and extended schools. Five children's centres are in place and 24 of the 69 schools on the Island offer some level of extended service, including after school activities at some of these schools. 	<ul style="list-style-type: none"> • No pooling or aligning strategy in place yet or firm commitment made to this. • The first pooled budget agreement for children's services, is not yet complete and the learning from this will need to be evaluated and communicated to the boards. The section 31 agreement for respite care provision at Beaulieu House is recognised by the Council and its partners as taking much longer than planned. Barriers to progress identified so far include the arrangements for integrating staff to ensure that any job re-evaluation meets the financial requirements of the Council and NHS Trust in a climate of budget reductions and constraints.
Managing performance	<ul style="list-style-type: none"> • A scorecard of performance measures aligned to the ECM five outcomes has been developed as part of the framework to be used for tracking progress on outcomes. The scorecard also contains other relevant data, for example, on the BME population and deprivation, and establishes five 'service location and planning areas' as part of the proposed framework. • The Process Board has been tasked with developing the performance management framework for the Children's Trust. 	<ul style="list-style-type: none"> • Reporting on progress against the timeline is not formalised including reporting back to the Strategic Board on tasks it has delegated and on the progress of the clusters so that the learning from these is captured for the C&YP Plan. • Performance management has not been discussed formally by the boards. There are different approaches to and understanding of performance management among the different partner agencies that need to be taken into account when agreeing the framework for performance management.

Area of focus	Areas of strength/achievements	Areas of further development
New functions	<ul style="list-style-type: none"> • The Director for Children’s Services was appointed in April 2004 and Children's Trust Adviser in August 2005. • Common Assessment Framework approach being piloted through one of the clusters. • Work started on developing the Local Safeguarding Children's Board (LSCB) in November 2004 using the LSCB toolkit. Membership agreed and objectives in place and plans in place for transition from ACPC to LSCB by April 2006. Multi-agency group established by ACPC to review child protection files and training for LSCB partners on cultural awareness planned for January/ February 2006. 	<ul style="list-style-type: none"> • The lead member for children and young people has not attended a meeting of the Strategic Board. • As of December 2005 no DCS in post. Need to cover this post in the short and long-term. • Funding arrangements for Local Safeguarding Children's Board not yet agreed.

Appendix 2 – Partners' survey summary results

- 1 The survey results for the 12 elements of the children and young people's diagnostic are summarised in the following bar chart graph. These results are based on the averages of the scoring by the Council and partner representatives on the Strategic Board of how well the current arrangements are working.



Appendix 3 – Action plan

Recommendations	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
R1 Establish interim transitional management arrangements for the Children's Services Directorate and secure longer-term arrangements.	3	Strategic Director for Children's Services	Agreed and in place	<ul style="list-style-type: none"> • Transitional arrangements secured. • Political commitment to secure the leadership of Children's Services. • Policy Commission accepted deferral of launch of Children and Young People's Trust to the Big Day Out in October 2006. 	January 2006
R2 Review and clarify partners' understanding of the Children's Trust and its relationship with other formal partnerships.	3	Strategic Director for Children's Services and Medical Director for Children's Services (Vice Chair of Children's Trust)	In hand	<ul style="list-style-type: none"> • Project plan in development. Submission to the Board in May 2006. • Agreement to review and clarify partnership arrangements. • Need to clarify the expectations each service has of others in delivering the outcomes within the Children and Young People's -agenda item on Board meeting, May 2006. • Action plans required from each service to deliver the Children and Young People's Plan. 	May 2006

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Recommendations	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
				<ul style="list-style-type: none"> Agree protocols of how each service will work with others and what each service commits to change in becoming part of the Children and Young People's Trust. 	
R3 Ensure that the Children and Young Persons Plan is published by April 2006.	3	Children's Trust Development Advisor	Agreed and in place	<ul style="list-style-type: none"> Final draft produced after extensive consultation. Final draft plan with inspectors as part of the Joint Area Review. 	April 2006
R4 Communicate the Council's intentions concerning the management of children's services and the establishment of a Children's Trust to partners and staff.	2	Strategic Director for Children's Services and Communications Lead for Children's Services	In hand	<ul style="list-style-type: none"> Communications lead for Children's Services to submit the Communications Plan to the Board in May, 2006. Roll out road shows to staff with the Workforce Development Lead. 	May 2006
R5 Strengthen the Children's Trust shadow board arrangements and agree the role and composition of the proposed Governance Board.	2	Children and Young People's Trust Strategic Board	Agreed by May 2006	<ul style="list-style-type: none"> Children and Young People's Trust Board considered the Audit Commission report and recommendations on 14 March 2006 and agreed the action required. Issue of Governance to be considered by the Policy Commission and Board during April 2006. 	May 2006

Recommendations	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
				<ul style="list-style-type: none"> • Children's Trust Development Advisor identified as project manager from 1 March 2006. • Project plan in development. 	
<p>R6 Establish and agree a SMART project plan to support the timeline and identify a project manager. Expedite delayed tasks including the establishment of a risk management plan and the drafting of the communications strategy.</p>	2	Children's Trust Development Advisor	Ratified by May 2006	<ul style="list-style-type: none"> • Children's Trust Development Advisor identified as project manager from 1 March 2006. • Project plan in development. 	May 2006
<p>R7 Ensure that the commissioning strategy is adequately resourced with the right level of expertise and incorporate a strategy on aligning and/or pooling budgets. Apply learning from pooled budget pilot to this process.</p>	2	NHS Commissioner for Children's Services and Head of Children and Families	In hand	<ul style="list-style-type: none"> • £150,000.00 allocated to Children's Services per year to support the development of the Children and Young People's Trust. 	June 2006

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Recommendations	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
R8 Agree performance management arrangements to implement from October 2006 which will ensure delivery of the five ECM outcomes.	1	Children's Trust Development Advisor and Strategic Director for Children's Services	In hand	<ul style="list-style-type: none"> Further work required to secure corporate support to deliver performance management through the CorVu system adopted by the Council. 	October 2006