

**CHILDREN'S SERVICES AND LEARNING OVERVIEW AND SCRUTINY PANEL  
16 SEPTEMBER 2009**

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**REVIEW OF THE CHILDREN'S TRUST THEME PARTNERSHIP  
Assistant Chief Executive**

**1 INTRODUCTION**

As part of the agreed approach to the Overview and Scrutiny (O&S) of the Bracknell Forest Partnership (BFP), the Chairman and Lead Officer of each of the BFP theme Partnerships has been invited to meet the O&S Commission or relevant O&S Panel to discuss the Partnership's governance, performance management, financial management, and related issues, with reference to a questionnaire completed in advance of the meeting. The Children's Trust is one of the BFP theme partnerships within the purview of the Children's Services and Learning Overview and Scrutiny Panel.

**2 SUGGESTED ACTION**

- 2.1 That the Children's Services and Learning Overview and Scrutiny Panel discusses with the Chairman and Lead Officer of The Children's Trust, Councillor Dr Barnard and Mr Martin Gocke respectively, the Partnership's governance, performance management, financial management, and related issues, with reference to the attached completed questionnaire.**

**3 SUPPORTING INFORMATION**

- 3.1 The approach to O&S of the Bracknell Forest Partnership has been endorsed by the O&S Commission and Panels, also the BFP Board, and implementation has commenced. The agreed approach includes a structured programme of information gathering and initial analysis of the BFP's affairs. This work has been apportioned as follows:

O&S Commission – BFP's Board and the Town Centre Partnership, the Crime and Disorder Reduction Partnership, and the Economic and Skills Development Partnership.

Environment, Culture and Communities O&S Panel - the Strategic Housing Partnership, the Cultural Partnership, the Transport Partnership, and the Climate Change Partnership.

Children's Services and Learning O&S Panel - the Children's Trust, and the Early Years, Child Care and Play Partnership.

Adult Social Care O&S Panel - the Health and Social Care Partnership.

- 3.2 The information gathering comprises initially asking the Chairmen and Lead officers for the ten Theme Partnerships to complete a questionnaire, and then for the responses to the questionnaire to inform individual meetings by the Commission/Panel concerned with the Chairmen and Lead officers for each of the Theme Partnerships, individually. These will form part of the public meetings of the Commission and Panels throughout 2009/10. The structured series of meetings with the Chairmen and lead officers of the Theme Partnerships will contribute to relationship building.
- 3.3 The purpose of the questionnaire to be sent in advance of the meetings is to gather all the basic information on the work and organisation of each Theme partnership, to make best use of members' time at the ensuing meetings.

### Background Papers

Agenda and minutes of the Overview and Scrutiny Commission on 1 April 2009

### Contact for further information

Richard Beaumont – 01344 352283

e-mail: [richard.beaumont@bracknell-forest.gov.uk](mailto:richard.beaumont@bracknell-forest.gov.uk)

**Questionnaire for completion by the Chairman and Lead Officer of BFP's Board and each of the 10 BFP Theme Partnerships**

*Notes – clerks for BFP's Board and the Theme Partnerships will be asked to complete the basic information before passing this to the lead officer.*

<b>A: Name of Partnership: Children's Trust</b>	<b>Comments</b>
Chairman's name and contact details:	Councillor Dr Gareth Barnard <a href="mailto:Gareth.barnard@bracknell-forest.gov.uk">Gareth.barnard@bracknell-forest.gov.uk</a>
Lead Officer's name and contact details:	Lesley Heale Director Social Care and Learning <a href="mailto:Lesley.heale@bracknell-forest.gov.uk">Lesley.heale@bracknell-forest.gov.uk</a>  Martin Gocke [from 1 September 2009] <a href="mailto:Martin.gocke@bracknell-forest.gov.uk">Martin.gocke@bracknell-forest.gov.uk</a>
<b>B: Partnership details</b>	<b>Comments</b>
1. Please attach the terms of reference for the partnership. If it is not in the TOR, please outline the agreed aims, key objectives and key functions	Please see attached governance document, which contains recently revised terms of reference.
2. Please provide a few examples of the partnership's major achievements	Please see attached Children and Young People's Plan Review Document, this details progress made in the last year against the key priorities for the CYP Trust through the leadership of the Partnership
3. Where do you think the partnership currently is in terms of its stage of development? E.g. early formation, delivering shared outcomes, or fully developed?	Partnership has been established as a Trust from 1 April 2008 and is delivering shared outcomes through the Children and Young People's Plan priorities.

4. Please describe any major obstacles towards the partnership's success	There is a significant national driver to ensure that the Children's Trust is responsible for developing pooled budgets and more effective joint commissioning, and performance monitoring to improve outcomes for children and young people. A key area of development will be around commissioning / joint commissioning and securing the engagement / cooperation of partners in ensuring we meet the identified priorities and improve outcomes. New legislation is expected in the Autumn which places the Children's Trust on a statutory footing.
<b>Membership</b> 5. If not in the TOR, please list the current members of the partnership and the organisations they represent	See attached
6. If not in the TOR, please describe the arrangements for appointing members to the partnership	Core membership is prescribed by Guidance from the DCSF
<b>Minutes</b> 7. Please provide minutes of meetings in the last year	Attached

<b>C: Governance arrangements</b>	<b>Comments</b>
1. Please provide any recent self-assessment of governance arrangements for the Partnership, or describe any plans to do so.	See attached Governance Document
2. How are decisions made? Is there a scheme of delegation that makes clear who can take decisions?	
3. How are decisions recorded?	In the minutes of the meetings.

4. Who makes sure decisions are acted upon?	Lead Member and Director of Children's Services have joint accountability to ensure priorities are identified and that the Children's Trust delivers on its decisions.
5. Please describe how the partnership is held to account, and by whom	See attached Governance Document
6. Risk management - Has the Partnership itself carried out a formal risk assessment of the Partnership? If yes, please provide details	This has not yet been undertaken

<b>D: Performance management</b>	<b>Comments</b>
1. Please describe the arrangements for setting output/outcome targets, and give details of the partnership's targets for 2008/09	Priorities are identified in the Children and Young People's Plan which are linked to LAA targets, National Indicators and other plans and strategies.
2. Please describe the arrangements for monitoring and reporting progress against targets	This has been undertaken mainly on an annual basis, through the review of the Children and Young People's Plan. However areas of concern are brought to the attention of the Children's Trusts for discussion and resolution where possible. New inspection processes through the APA and JAR have strengthened this also.
3. How does the partnership agree action on targets that are not likely to be met?	See above
4. How do you demonstrate publicly that the partnership adds value?	
5. How does the public know that the partnership achieves value for money?	
6. Does the Partnership contribute accounts of success to the BFP's communications group?	Not to the Communications Group directly, however a number of successes have been reported directly to the BFP

<b>E: Financial Management</b>	<b>Comments</b>
1. How is the partnership funded? (on the basis of the last financial year)	The partnership itself is not directly funded. There are a range of funding routes through key initiatives which contribute to the “whole” delivery of the Children’s Trust
2. Who decides on how to spend the money?	Main spending is via Commissioning Task Groups of the Children’s Trust, which have delegated responsibilities covering key areas of national strategy and policy.
3. Can the money be reallocated? If so, who can authorise this?	Money is identified by Government for particular purpose / initiatives that impact on the wellbeing and outcomes for children and young people. The Children’s Trust Executive could authorise re-allocation, but only within the boundaries of the approach to commissioning [see attached Joint Commissioning framework], and in response to identified needs and priorities.
4. What are the financial reporting arrangements?	The Children’s Trust itself does not hold the funding; this is allocated via various grants and core funding and is monitored in line with Council and partner processes.

<b>F: Serving the Public (For response just by BFP’s Board)</b>	<b>Comments</b>
1. Does the partnership have a communications policy? If so, please provide this	
2. How does this partnership achieve accessibility for the public? (for example, are meetings open to the public?)	
3. Is there a complaints and suggestions process the public can use?	

<b>G: Overview and Scrutiny of the Partnership</b>	<b>Comments</b>
1. Does the partnership have any views on how O&S can assist in its development and achievement of objectives?	
2. Does the partnership have any suggestions for O&S reviews to be considered for the partnership O&S programme?	This may be determined through ongoing links to the BF Partnership performance monitoring and reporting, identifying and highlighting areas where outcomes are not as good as they could be, for example young people not in employment, education or training.

If there are any queries on the completion of this questionnaire, please contact Richard Beaumont, Head of Overview and Scrutiny, Bracknell Forest Council on 01344 352283 or [Richard.Beaumont@Bracknell-Forest.gov.uk](mailto:Richard.Beaumont@Bracknell-Forest.gov.uk)



**Children and Young People's Trust**

# ***GOVERNANCE FRAMEWORK***



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### Introduction

This document sets out the structure and governance arrangements for the Children and Young People's Trust Board and describes the linked arrangements to improve the wellbeing of all children and young people and their prospects for the future.

The document has been designed to meet the new requirements set out in the Government's proposals for statutory Children's Trusts and aims to clarify the functions of the board and provide the context for enhanced working arrangements. It needs to be read in conjunction with the Joint Commissioning Framework document.

### Legislative Framework

Arrangements for Children's Trusts are set out in Section 10 of the Children Act 2004. It describes the duty to co-operate for all those organisations in the statutory sector. The Government intends to issue statutory guidance by 2010 to make collaborative arrangements mandatory and extend this requirement to a wider membership.

### Structure

The structure chart demonstrates the context and working arrangements of the Children and Young People's Board.

The Children and Young People's Trust is one of ten themed partnerships within the Bracknell Forest Partnership Board (BFPB). The Partnership brings together the different parts of the public sector as well as private, business, community and voluntary sectors. It is responsible for the sustainable community's strategy and for the local area agreement process and monitoring. A Memorandum of Agreement has been signed by all partners <http://www.bracknell-forest.gov.uk/bfp-memorandum-of-agreement.pdf> and relates to the BFPB, as the operational body that will own and manage all the elements of the board including the themed partnerships.

- **The Children and Young People's Trust** is responsible for developing, publishing and monitoring the Children and Young People's Plan. It is responsible for providing the overarching vision, policies and strategies. It represents the voice of children, young people and families at partnership level and will ensure that outcomes for children and young people and families remain at the centre of partnership working and delivery. It has membership at a senior level and includes young people amongst its

members. The board is supported through the attendance of a number of other officers from relevant organisations. The board is chaired by the Executive Member for Children's Services.

- The **Children and Young People's Trust Executive** is responsible for undertaking and achieving the priorities identified by the board as agreed through the Children and Young People's Plan. It steers the flow of business through the Board. This includes taking responsibility for commissioning of services and for performance monitoring the activities of the Board as key mechanisms supporting the Trust.
- **Commissioning Task Groups** report directly to the executive group and represent significant building blocks of the board and operate to strengthen partnership working. Each group has a key role to play in delivering its work programme by:
  - Providing detailed analysis
  - Ensuring effective planning
  - Taking action to commission and procure services
  - Monitor and review their work programme

These groups may change or have a short life to reflect the business of the Trust.

- **Transformational Groups – Workforce Reform group and the CYP Shared Processes group** represent the processes to support multi-agency working between strategy and operational delivery. These groups will inform the strategic development of integrated frontline delivery and integrated processes and thereby support the work of the Trust. The Children and Young People's Trust has adopted "Hear by Right" as a strategic approach to ensuring the ongoing involvement and engagement of children and young people. This work will be taken forward under the **Engaging Children and Young People Group**.
- **Other Themed Partnerships** – those that deal with children and young people have links to the Children and Young People's Board, we have

particularly named the Crime and Disorder Reduction Partnership as a formal working relationship because of the vulnerable group of children it represents.

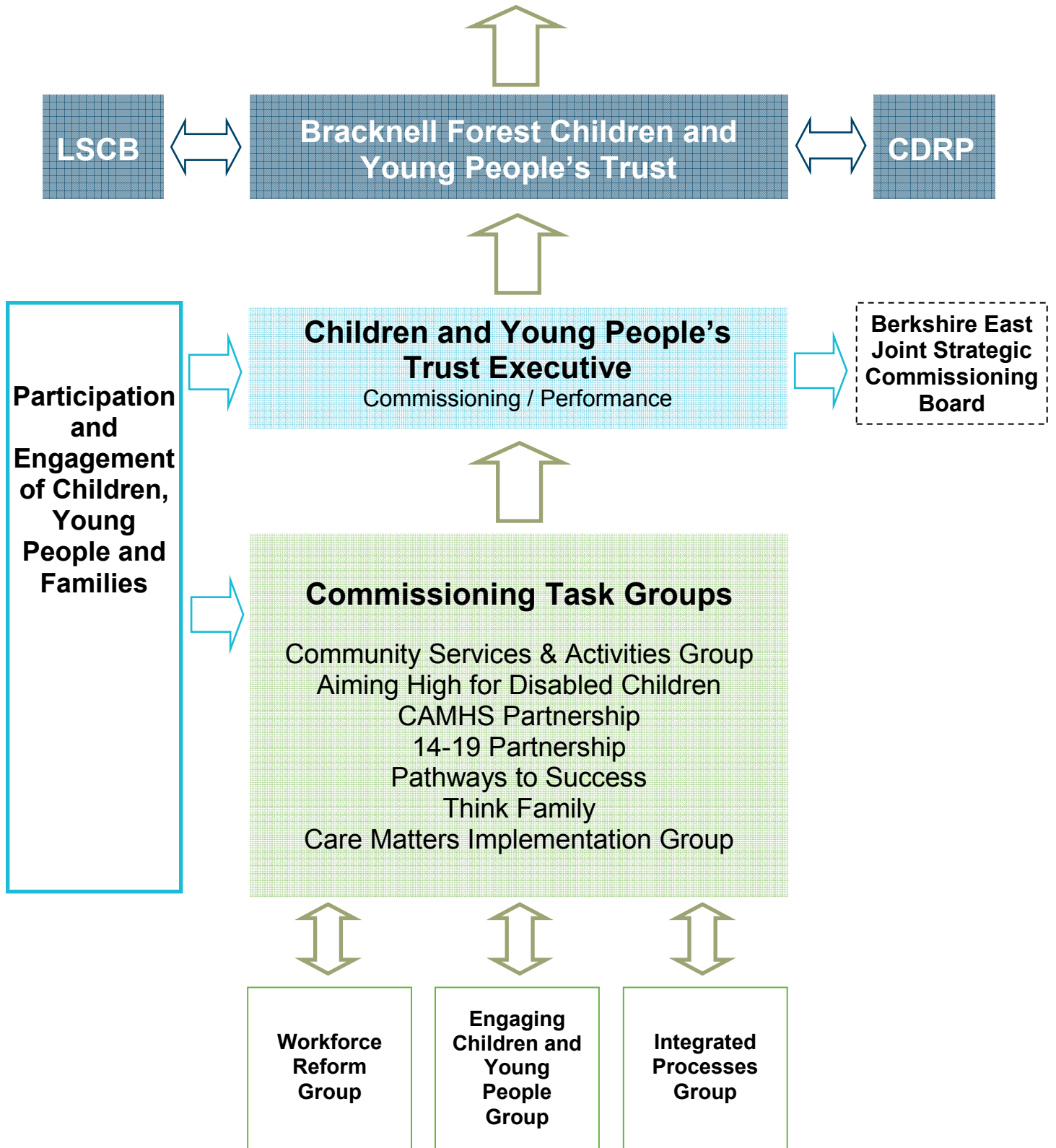
- **Bracknell Forest Local Safeguarding Children Board** – The work of the Local Safeguarding Board contributes to the wider goals of the Trust to improve the wellbeing of all children and young people but has a particular focus on the Stay Safe outcome. It is a statutory board under section 13 of the Children Act 2004 and a formal consultee on the review of the Children and Young People's Plan.
- The **Berkshire East Joint Strategic Commissioning Board** [JSCB] is a voluntary partnership between the PCT Chief Executive, PCT Directors (Locality: Public Health: Finance: Commissioning); Unitary Authority Executive Directors with Adult Social Care responsibilities; Unitary Authority Directors with Children's Services responsibilities who work with the common aim of improving services and outcomes for the population served.

The Berkshire East JSCB has within its terms of reference the following tasks:

- To jointly commission, monitor and evaluate health and social care services for children, older people, people with Learning Disabilities, Physical Disabilities and Mental Health issues, Aids/HIV and Drug and Alcohol misuse;
- To work collectively and in an innovative way to achieve relevant Government targets/expectations for health and social care and to deliver the intentions outlined in *Our Health, Our Care, Our Say and Every Child Matters*.

*Terms of reference for the commissioning task groups and the transformational groups can be found as annex 1.*

# Bracknell Forest Partnership



July 2009  
Not part of Bracknell Forest Partnership

**Purpose and Vision of the Children and Young People's Trust**

The purpose of the Children and Young People's Trust is to hold a collective understanding of the needs, development and wellbeing of children and young people. To work together to promote high quality local arrangements, providing shared resources so that children can thrive, aspire and achieve, thereby contributing to the improved outcomes for children and young people in Bracknell Forest.

Our vision is to secure the appropriate level of support for all children, young people and families, to enable them to lead happy, healthy and fulfilled lives so that they can play an active role within the community, and realise their potential through the well coordinated provision of services.

**Membership roles and responsibilities**

The agencies and organisations represented on the Children and Young People's Trust Board share a commitment under Section 10 of the Children Act 2004 to co-operate and work together to deliver effective and robust arrangements to improve the well being as defined by the five ECM Outcomes; to improve outcomes; and narrow the gap between different groups of children and young people.

It is also the duty of agencies and organisations represented to safeguard and promote the welfare of children under Section 11 of the Children Act 2004, [as does Section 175 of the Education Act 2002, giving a similar duty to education authorities and governing bodies of maintained schools and further education colleges].

It is each member's responsibility to contribute to steering the strategic direction of the Board and to contribute to the co-ordination of local agencies' arrangements. They have a collective responsibility for the effectiveness of local arrangements and services of all agencies working with children and young people in Bracknell Forest.

All Board members sign up to the governance arrangements share the responsibility for ensuring that the Board's work programme is delivered. Any decisions made by the Board are signed up to by the individual partner agency.

**Each Board partner accepts the responsibility to:**

- 1) Promote the work of the Board within the Partnership arrangements and put in place for their organisation the appropriate processes to deliver well co-ordinated multi-disciplinary services and monitor the effectiveness of those services.
  
- 2) Provide a needs assessment that informs the Children and Young People's Plan, and that a regular review of the needs of all children's and young people in the area takes place paying particular attention to the general need of children and those in need of protection.

**Terms and conditions**

Board members will be senior managers within their organisation with the remit to represent their organisation and commit their organisation to joint working and where appropriate their resource contribution to support the work of the Board.

- Named representatives will normally serve a minimum of three years and are expected to attend the meeting on a regular basis. If on occasions a substitute representative attends the board they will have the appropriate level of authorisation for them to represent their organisation
- The board will be quorate with a minimum of five people present and any decisions made will be binding on all members.
- All partners will be expected to respect any shared information as confidential

## TERMS OF REFERENCE

### Children and Young People's Trust Board

The Children and Young People's Trust Board is responsible for setting the strategic vision for children, young people and their families, and for developing the Children and Young People's Plan. It acts on behalf of all agencies for setting work programme priorities, approval of plans, policies and strategies. It represents and reflects the voice of children, young people and families at partnership level and ensures that outcomes for children, young people and families remain at the centre of partnership working and delivery.

#### Its responsibilities are to:

1	Act as the governing board for the Children's Trust Executive and interagency collaborative and strategic arrangements. Agree the governance arrangements and work programme priorities.
2	Ensure the vision and desired outcomes for children and young people in Bracknell Forest is regularly reviewed and implemented
3	Ensure all relevant partners work collaboratively under Section 10 [Duty to Cooperate] of the Children Act 2004 to improve outcomes for children and young people. All partners sign up to the new statutory requirements set out by Government
4	Provide needs assessment that informs the Children and Young People's Plan and agree the priorities for inter-agency children's services development, review, sign off, publish and monitor the Children and Young People's Plan.
5	Engage and consult the community, schools, and front line staff in the review of the Children and Young People's Plan. Through participation in the trust arrangements involve children and young people in the decision making and the design and delivery of services.
6	Facilitate collaboration between agencies to develop a joint commissioning framework, pooling of budgets where appropriate. Including effective use of resources.
7	Monitor the impact of the effectiveness of services and receive reports on the impact, outcomes and improvements for children and young people.
8	Hold the Children's Trust Executive accountable for the planning and delivery



	of strategic goals, and the delivery of the work programme
9	Report to the Bracknell Forest Partnership and liaise with other partnerships, this includes the Crime and Disorder Reduction Partnership, the Local Safeguarding Children's Board, and schools forums
10	Ensure that all service delivery meets the requirements of Section 11 of the Children Act 2004 in relation to safeguarding, and to receive regular scrutiny reports from the LSCB on conformance to safeguarding.
11	To ensure services work collaboratively to support integrated workforce development. Ensure that there is sufficient multi-disciplinary training in place.

### **Membership Children and Young People's Trust Board**

<b>Bracknell Forest Council</b>
Lead Member for Children and Young People [Chair]
Executive Member for Education
Leader of the Opposition or representative [elected member]
Director Social Care and Learning
Chief Officer Children's Social Care
Chief Officer Access and Inclusion
Chief Adviser Learning and Achievement
Youth Offending Service Manager
Head Teacher Primary School x 2
Head Teacher Secondary School x 1
Head Teacher Special School
Environment and Leisure
<b>NHS Organisations</b>
Assistant Director Locality Development NHS Berkshire East [PCT]
Director of Commissioning NHS Berkshire East [PCT]
Community Paediatrician Berkshire East Community Health Services
Assistant Director Children and Young People Berkshire East Community Health Services
<b>Other Community Organisations</b>
Members of the Voluntary Sector x 2 [one of whom is Vice Chair]

Director Bracknell Forest Voluntary Action
Young People representatives of Youth Forum x 3
<b>Other Organisations</b>
Chair of LSCB if not the Director
Connexions Manager
Learning and Skills Council
Thames Valley Police
Representative of Bracknell and Wokingham College

## TERMS OF REFERENCE

### Children and Young People's Trust Executive

The Executive of the Bracknell Forest Children and Young People's Trust is responsible for the production of the governance arrangements and developing a work programme for undertaking and achieving the priorities identified by the Children and Young People's Trust Board as agreed through the Children and Young People's Plan.

It has two specific roles:

- to ensure the implementation of the Commissioning Framework and monitor its effectiveness, and
- to ensure that the appropriate performance monitoring arrangements are in place and able to provide the appropriate reports and analysis for the Trust Board

**Its responsibilities are to:**

1	Support and make recommendations to the Children and Young People's Trust Board, provide a work programme and monitor the delivery of the business of the Trust.
2	Take responsibility for the review of the Children and Young People's Plan in line with Government guidance.
3	Take responsibility for the monitoring, evaluating the impact and reporting on the progress of the implementation of the Children and Young People's Plan
4	Develop a performance monitoring and reporting process and be responsible for the comprehensive data collection and reporting arrangements for children's services consistent with the national indicator set, LAA targets and national inspection requirements.
5	Lead the development of joint commissioning and pooled budget arrangements.
6	Undertake and review on a regular basis an analysis of need to inform local priorities, planning and the review of the Children's and Young People's Plan
7	Review membership and foster and embed ongoing partnership development.
8	Oversee multi-agency Inspection preparation [e.g. APA]

9	Liaise with the Local Safeguarding Children's Board and other key Partnership Groups to promote improved outcomes for children and young people.
10	Provide strategic input to plan and manage the agenda for the Children's Trust Board
11	Be responsible for the commissioning task groups and monitoring of the working groups supporting the work of the Trust.

### **Membership – Children's Trust Executive**

<b>Bracknell Forest Council</b>
Lead Member Children and Young People
Director Social Care and Learning [Chair]
Chief Officer Access and Inclusion
Chief Officer Children's Social Care
Chief Adviser Learning and Achievement
Head Teacher x 1
<b>NHS Organisations</b>
Assistant Director Locality Development NHS Berkshire East [PCT]
Director of Commissioning NHS Berkshire East [PCT]
Assistant Director Children and Young People Berkshire East Community Health Services
<b>Other Organisations</b>
Connexions Manager
Voluntary Sector x 1

### **Involvement of Children and Young People**

The strategy for engaging and involving children and young people has been supported by the Trust, and is seen as integral to all that we do. The Youth forum plays a central role in ensuring the voices of young people are represented at meetings, and through the wider networking of groups, views are sought on a regular basis. The Children's and Young People's Plan shows a strong commitment to ensuring the voice of children and young people is heard, and the working groups under the Trust have in place mechanisms for involving children, young people and families.

### **Working arrangements between the Children and Young People's Trust and the Safeguarding Children's Board**

Currently arrangements exist for shared minutes between the two boards. There is a quarterly themed partnership update published which notes developments in the work of the Safeguarding Board, the Trust and the Crime and Disorder Reduction Partnership.

There is a considerable membership overlap, with statutory agency representatives sitting on both boards. At present the is DCS Chair of the Safeguarding Children's Board and also sits on the Trust and chairs the Trust Executive.

In addition, the Partnership Performance sub group reports to both boards Lord Laming in his report: *The Protection of Children in England; A progress report* has made recommendations to strengthen the relationship between Trust Boards and Local Safeguarding Children's Boards by reporting to Children and Young People's Trusts and providing an annual report. Further Lord Laming states that the Safeguarding Board should provide a robust challenge to the work of the Trust and its partners in order to ensure that systems and quality of services and practice are in place so that children are properly safeguarded.

Revised 'Working Together Guidance' will be published by the end of the year which will set out the requirements for the working arrangements, Both Board will need to be committed to developing the appropriate mechanisms to implement the new guidance.

**Terms of reference Commissioning Task Groups**

To be inserted when completed

**Terms of reference Transformational Groups**

To be inserted when completed