

CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP BOARD

TERMS OF REFERENCE

1. Introduction

1.1 The Children and Young People's Partnership Board (CYPPB) is responsible for co-ordinating the development and delivery of programmes of work, set out in the Children and Young People's Plan, and other local and national policy objectives, that deliver the health and wellbeing strategic priorities agreed by the Slough Wellbeing Board, and other national requirements, to meet the needs of children young people and their families resident in Slough. The CYPPB is constituted as one of the Priority Delivery Groups which work with the Slough Wellbeing Board (see (2) below).

1.2 CYPPB Purpose and Objectives

The CYPPB aims to support all our children and young people growing up in Slough to enjoy life, achieve through learning, be proud of where they live and be valuable members of the community.

The CYPPB will work to promote, develop and promulgate child and family-centred, outcome-led services for all children and young people.

The CYPPB will ensure that collectively partners improve outcomes for children and young people through delivering the objectives in the refreshed Children and Young People's Plan and the Slough Wellbeing Strategy (see below).

The CYPPB's role is to:

- Provide strategic leadership to the delivery of high quality services across the partnership that meets the needs of local children and young people.
- Provide strategic direction and focus to achieve continuous improvement: improvement in outcomes for children and young people and in the experience of children and young people of services directly provided delivered and commissioned, acting upon local performance data, good practice and inspection findings, and in particular the Ofsted Inspection of Safeguarding and Looked After Children and Peer Reviews.
- Agree and set the vision and priorities through the Children and Young People's Plan.
- Listen to children and young people and their families through the development of effective consultation, engagement and participation.
- Work as a Priority Delivery Group (see (2) below, reporting to the SWB at least annually on areas of the JSWS for which the CYPPB holds lead responsibility. These reports should also highlight any other areas of the CYPPB's work which the Board may be able to support, as well as identifying issues and priorities which may need to be reflected in the Strategy and/or the Board's future work programme.
- Agree the desired outcomes of the Children and Young People's Plan and monitor progress against these.
- Promote effective joint working arrangements between professionals delivering front facing services, and sound governance within each statutory partner agency/service.

- Review and act upon performance information and other local data, good practice and inspection findings, and in particular the Ofsted announced inspection of Safeguarding and Looked After Children and Peer Reviews.
- Ensure an effective relationship with the Local Safeguarding Children Board according to local protocols (see 1.6, below, to promote and protect the wellbeing of children who are at risk of harm, reporting to the LSCB as required.
- Promote collaborative commissioning of services, ensuring robust inter-agency governance of commissioned services.
- Work with other PDGs to support the effective delivery of cross cutting priority objectives common to more than one PDG.
- Maintain an overview of the changing landscape for children's services and its impact on all partner agencies.
- Report to the SWB at least annually on areas of the JSWS for which the CYPPB holds lead responsibility. These reports should also highlight any other areas of the CYPPB work which the Board may be able to support, as well as identifying issues and priorities which may need to be reflected in the Wellbeing Strategy and/or the Board's future work programme.
- Work with other subgroups of the Wellbeing Board, (known as Partnership Delivery Groups) to support the effective delivery of cross cutting priority objectives common to more than one sub group.

1.3 **CYPPB Priority Objectives**

The CYPPB has set out in the Children and Young People's Plan the following priority objectives:

- Priority 1: Stay Safe
- Priority 2: Early Intervention
- Priority 3: Good Physical and Emotional Health
- Priority 4: High Quality and Effective Education
- Priority 5: Support for Young People

The Board has also agreed the following underpinning priorities for development during 2013/14:

- Review and implementation of a Joint Commissioning Strategy.
- Review and implementation of Children's Workforce Development Strategy.
- Development of a CYPPB Communication Plan.
- Development of a Slough Children and Young People's Engagement and Participation Strategy.
- Development of a CYPPB/SLSCB Partnership Quality Assurance and Performance Management Framework with.

2. Relationships with other Boards

2.1 **Slough Wellbeing Board**

The Slough Wellbeing Board (SWB) is the top strategic partnership board between The Council and Statutory Partners. The board holds the statutory functions of Health & Wellbeing Boards as set out in the Health & Social Care Act, and sets the top strategic priorities to improve the health and wellbeing of the residents of Slough.

The SWB is responsible for directing the development and implementation of the Joint Slough Wellbeing Strategy (JSWS).

2.2 **Priority Delivery Groups (PDGs)**

A network of Priority Delivery Groups act as the vehicle for the delivery of the priorities set out in the Slough Wellbeing Strategy. A key purpose of these partnership groups is to provide specialist strategic leadership to drive the development of work programmes required to implement key aspects of the Strategy and to inform its future direction. The CYPPB is one of these PDGs. PDGs report to the SWB at least annually and will provide reports from one PDG to another to support the effective delivery of cross cutting priority objectives when they are common to more than one PDG.

It may be necessary for two or more PDGs to work together to achieve particular outcomes. In such instances, the responsibility for delivering the relevant target/priority objective, will stay with the named lead officer who will agree with the relevant officer in the other PDGs the approach to achieving a co-ordinated response.

2.3 **Slough Local Safeguarding Children Board (SLSCB)**

The SLSCB's role is to ensure the effectiveness of the arrangements made by individual agencies and the broader partnership to safeguard and promote the welfare of children.

The SLSCB will:

- Take responsibility for monitoring action to improve safeguarding including action plans arising from Serious Case Reviews.
- Hold the CYPPB to account on matters of safeguarding in all its activities, providing appropriate challenge on performance and results of performance indicators.
- Feedback learning from Serious Case Reviews and ensure that the lessons are learnt.
- Highlight gaps in service for the CYPPB to consider as part of its joint commissioning processes.
- Provide six monthly reports on its findings from its scrutiny activity to the Children and Young People's Partnership Board, including the annual report.
- Undertake audits and feedback results to the CYPPB, advising on ways to improve and highlight areas of underperformance.

2.4 In relation to the SLSCB, the Children's Partnership Board's will:

- Consult the Slough Local Safeguarding Children Board (SLSCB) on issues which affect how children are safeguarded and their welfare promoted.
- Ensure the SLSCB is formally consulted during the development of the Children and Young People's Plan.
- Take note of recommendations and identified areas for improvement made by the SLSCB and report back to the SLSCB on subsequent progress.
- Ensure the SLSCB is formally consulted during the development of the Children and Young People's Plan.
- Invite the Chair of the SLSCB to attend CYPPB meetings particularly in relation to relevant safeguarding items.

- Ensure that messages and information provided by the SLSCB are appropriately disseminated within CYPPB member organisations.
- Take an overview of the SLSCB's activities as part of its monitoring arrangements, as the work of the SLSCB falls within the framework of the Children & Young people's Plan.

2.5 **Partnership Executive Group**

There is also a smaller, executive group involving all key organisations/departments which meets between CYPPB meetings to progress work streams and resolve any issues. The meeting is chaired by the Director for Wellbeing and minutes and feedback from these meetings is reported to the CYPPB as appropriate.

2.6 **Relationship with the Improvement Board**

The Slough SLAC Improvement Board has been established to oversee the Improvement Plan developed following the Ofsted announced inspection of Safeguarding and Looked After Children which took place in April 2011.

The work of the CYPPB supports delivery of Theme 2 of the Improvement Plan (Delivering an Effective Children and Young People's Partnership Board) and as such the CYPPB is required to provide regular reports to the Improvement Board on its overall progress. This will include reporting on the four underpinning work streams set out above, all of which feature in the Improvement Plan under this theme.

In addition, two of the CYPPB's above objectives form part of the Improvement Plan and are therefore also reported to the Improvement Board. These are:

- Stay Safe Objective – aligned with Theme 1 of the Improvement Plan (Social Care Practice)
- Early Intervention and Prevention Objective – aligns with Theme 4 of the Improvement Plan (Early Intervention and Prevention)

It is also the aim of the CYPPB to provide the strategic leadership for continuous improvement.

2.6 **Other groups**

Members of the CYPPB-PDG will also be expected to liaise with other established partnerships and/or working groups to achieve particular outcomes as required.

3. **Accountability**

The CYPPB will report to the Slough Wellbeing Board, be held to account by the SLSCB in relation to safeguarding matters, and may be called to report to the Education and Children's Services Scrutiny Panel.

Member organisations are also accountable to their own organisation's governance arrangements, each partner retaining their own statutory responsibilities and lines of accountability for safeguarding and promoting the welfare of children.

Any recommendations made by the CYPPB that fall outside its delegated powers will be submitted to the Council or governance bodies of other member organisations for consideration and approval, as appropriate. Where issues relate to the JSWS, these

may also be passed to the SWB for resolution. The role and responsibilities of members is discussed in section 4 below.

4. Membership

4.1 To ensure consistency of focus and purpose, the core membership of the CYPPB will be limited to around 8 -15 members. Given the role and remit of the CYPPB, its core membership will be drawn from a strategic level from within each partner organisation.

4.2 Current membership is as follows:

SECTOR	JOB TITLE	ORGANISATION
POLICE	Chief Inspector, Deputy Commander	Thames Valley Police
HEALTH	Deputy Director of Nursing / Slough Locality Director	Berkshire Healthcare Foundation Trust
	Commissioning Manager	NHS Commissioning Support Unit
INDEPENDENT CHAIR SLSCB	Independent Chair	SLSCB
VOLUNTARY SECTOR	Strategic Partnership Manager	Slough CVS
SCHOOLS/COLLEGES	Secondary School Rep	Beechwood
	Principal EBC	East Berkshire College
	Head Teacher	Marish Primary School
SLOUGH BOROUGH COUNCIL	Cabinet Commissioner for Education and Children's Services (CHAIR)	SBC
	Strategic Director Community and Wellbeing	SBC

4.3 In addition, the CYPPB has the following attendees:

JOB TITLE	ORGANISATION	REASON FOR ATTENDANCE
Consultant in Public Health	SBC	Public Health Lead for Children's Services and lead for CYPPB Objective 3 (Good Physical and Emotional Health)

Interim Children's Services Policy Officer	SBC	Manages CYPPB
Performance Manager	SBC	Performance Lead
Assistant Director, Inclusion	SBC	Lead for CYPPB Priority 4
Assistant Director Children's Services	SBC	Lead for CYPPB Priority 1
C& YP Health Improvement Co-ordinator	SBC	Commissioning Lead
Head of Children with Additional Needs	SBC	Lead for Priority 5
Development Manager Children's Centres	SBC	Lead for Children's Centres

4.3 To ensure consistency of focus and purpose, the core membership of the CYPPB will be limited to between 10-15 members. The CYPPB core membership will be drawn from a senior 'officer' level within each partner organisation. The seniority of membership will enable key decisions to be made on behalf of the organisation or group of organisations represented, and resources to be committed to support the work of the Board.

4.4 Consistency in core membership will be maintained by members. Thus, once a partner organisation has committed itself to joining the CYPPB, substitute or alternative representatives may only attend for a specific purpose and with the pre-agreement of the Chair. Any substitute or alternative representatives must have the authority to make decisions on the core member's behalf.

4.5 Members are responsible for:

- Carrying out responsibilities on behalf of their organisation or agency or groups of related agencies to deliver the objectives agreed by the CYPPB.
- Contributing staff time and other resources to the work programmes of the CYPPB, including (where necessary) the delivery of assigned JSWS related priorities/targets/activities/projects.
- Sharing information with their own agencies and constituent organisations within the sector, and reporting information & outcomes back into the CYPPB.
- Securing a mandate to make decisions about CYPPB activities on behalf of their own agencies and constituent organisations within the sector.
- Contributing performance and other data from their own agency/ representative services, in a timely manner to enable the CYPPB to monitor outcomes and achievements, including the agreed balanced score card.
- Undertaking, responding to and leading engagement and participation activities & programmes with children and young people to deliver the CYPPB Engagement and Participation strategic plan.
- Undertaking, responding or brokering a response on behalf of their agencies and constituent organisations to any consultations required to support the work of the CYPPB.

- Compiling and presenting reports to the CYPPB that enable the board to deliver its agreed objectives and demonstrate robust governance and transparency.
 - Responding to CYPPB matters outside of PDG meetings including problem solving.
 - Undertaking research on behalf of the CYPPB as required.
- 4.6 Membership will be reviewed annually in the final quarter of each financial year.
- 4.7 Other interested parties and stakeholders will be engaged, where appropriate and necessary, to act as consultees, occasional attendees and/or advisors to the Group.
- 4.8 **Appointment of Chairperson and Vice Chairperson**
The Children and Young People's Partnership Board will be responsible for nominating a Chairperson and Vice Chairperson. Chairs will be appointed for a period of one year, although sitting Chairs can be reappointed for subsequent periods. Members will elect the Chair through a vote taken at a meeting.
- 4.9 **Role and responsibility of the Chair**
The Chair with support from the nominated policy team support officer will be responsible for facilitating the effective functioning of the CYPPB including:
- Chairing meetings
 - Approving agendas
 - Allocating and following up actions as appropriate
 - Nominating Board members to report to the SWB and SLSCB as required.
- 4.10 **Role of Vice Chair**
The vice-chair will carry out the chair's duties in his or her absence, with the acknowledgement of the CYPPB as being capable and appropriate to do so.
- They will also:
- Provide support and assistance to the chair in carrying out his or her responsibilities
 - Act as a 'critical friend' and sounding board for the chair,
 - Take on specific responsibilities from the chair,
 - Be open to approaches, where appropriate, from other members about the work or judgement of the chair and discuss any issues arising with the chair.
- 4.11 **Role and responsibility of the Children's Services Policy Officer**
The Children's Services Policy Officer will:
- Support the Board Chair in agenda setting and coordination of the Board activity.
 - Support the named priority programme leads to service the CYPPB subgroups, to include:
 - a) Co-ordinating delivery plans and work programmes.
 - b) Monitoring performance against agreed targets and milestones
 - c) Providing regular progress reports to the CYPPB
 - Coordinate and maintain the forward plan for the Board.
 - Undertake research, provide policy advice, and summary reports, with recommendations, to the Board on national and local policy initiatives and best practice.
 - Review and refresh the Children and Young People's Plan annually.

- Compile reports to the SWB on the work and achievements of the Board including performance against agreed targets and milestones.
- Compile reports to the Improvement Board on progress against actions included in the Improvement Plan (see 1.7, above)
- Work collaboratively with the LSCB Business Manager to ensure reports to the LSCB and actions/information arising from the LSCB are shared in accordance with Section 1.6 (above)
- Work with other PDGs as required to ensure the coordination of work programmes

4.12 **Code of conduct**

All CYPPB members and attendees will act and behave in a manner which accords with their professional and organisational values, principles and code of conduct.

4.13 **Attendance**

If any member consistently fails to attend a meeting, give apologies or nominate a suitable replacement, the Chair reserves the right to discuss their position on the Group with other members of the CYPPB and/or their host agency or organisation and agree appropriate action.

4.14 **Termination**

A member may terminate their position on the CYPPB by formally writing to the Chair and detailing the reasons behind their decision to leave the Board.

5. **Working arrangements**

5.1 **Frequency of meetings**

The CYPPB will meet 4 times a year. A forward programme of dates for 2013/14 has been drawn up and agreed by the Group.

5.2 **Administration**

The Children's Services Policy Officer will be responsible for arranging for the administration of all meetings, including the provision of meeting venues which are compliant with the Equalities Act 2010, the preparation of meeting notices and agendas and the circulation of CYPPB minutes, forward plans and action logs.

Items for each agenda may be submitted to the Policy Officer not later than fourteen days before each scheduled meeting.

Urgent items will be included by agreement of the Chair.

5.3 **Agendas and Reports**

Agendas and associated papers and reports will be circulated five working days before a meeting is held. The CYPPB will develop a work plan setting out programmed agenda items for the year ahead.

5.4 **Decision making**

Decisions taken by the CYPPB will be consensual. If a consensus cannot be reached the CYPPB members will take a vote on the issue and it will be decided by a simple majority. In the event of a tied vote the Chair will cast the deciding vote.

5.5 **Quorum**

A quorum of the board will be one-third of the membership but must include the Chair, Vice Chair or someone nominated on their behalf.

5.6 **Recording the decisions of the CYPPB**

Decisions made by the CYPPB will be recorded in writing by the nominated administrative support officer.

Minutes of the CYPPB meetings will be published on the Children and Young People's Partnership Board website:

<http://www.sloughchildrenstrust.org.uk>

To encourage transparency, the work of the CYPPB will be promoted within the public domain through:

- Web pages /Website
- Newsletters
- Press releases
- Seminars / workshops / meetings

6. **Sub-groups**

6.1 Sub groups will be established as required to deliver the priorities of the Children and Young People's Plan and related local and national priority objectives. Sub groups will have a nominated sponsor and a project lead. Sub groups will exist to deliver agreed work programmes and outcomes, and will be time limited. Subgroups will work collaboratively where benefit in delivering outcomes through the most effective use of resources is evident.

6.2 The sub-groups agreed at September 2013 are:

1. Priority 1: Stay Safe
2. Priority 2: Early Help
3. Priority 3: Good Physical and Emotional Health
4. Priority 4: High Quality and Effective Education
5. Priority 5: Support for Young People
6. Workforce Development
7. Commissioning
8. Quality and Performance (to be established jointly with SLSCB)
9. Communication (Joint CYPPB/SLSCB sub-group)
10. Participation and Engagement (Joint CYPPB/SLSCB sub-group)

6.3 Further sub-groups or time-limited Task and Finish groups may be convened by the CYPPB and will be responsible for the delivery of targets and objectives assigned to them.

6.4 Sub-groups will provide an update on activities to each CYPPB meeting.

7. **OTHER MATTERS**

7.1 **Performance reporting requirements**

As described in Section 1.4 (above), the CYPPB will provide regular performance and progress updates showing the delivery of the JSWS targets and its own work

programme to the SWB. It will also report to the Improvement Board on progress against Improvement Plan actions.

To support this, the Chair will work with the CYPPB's support officer and the Council's performance team to ensure that effective systems are in place to enable:

- monitoring and analysis of the CYPPB's performance against agreed targets including the achievement of any trajectory predictions or milestones set for the Group;
- monitoring of progress of the priority programme delivery plans
- the production of timely and fit for purpose reports
- the development of the annual evaluation report to the SWB on the work of the Group

7.2 **Risk Management**

The Children's Services Policy Officer will develop and manage a dedicated Risk Management Plan and Risk Register on behalf of the CYPPB using the Council's Partnership Governance Toolkit. The register will be updated as a minimum every six months. The Risk Management Plan and Risk Register will specify who is responsible for managing risk on behalf of the CYPPB and its sub-groups.

7.3 **Partnership review arrangements**

The SWB will undertake a self-assessment of its Partnership governance arrangements annually. The CYPPB will be expected to contribute to this review and commit to the implementation of any recommendations which may emerge from the findings. Separate reviews of the CYPPB may also be conducted periodically.

7.4 **Dispute Resolution**

Should any member have a complaint or conflict with another member of the CYPPB, or a member of the SWB, that they are unable to resolve, they will be expected to raise the issue with the following people and in the following order:

Stage 1: CYPPB Chair

Stage 2: Chair of the SWB

Where a complaint cannot be resolved to the complainant's satisfaction at stage 1, it will be progressed to stage 2.

7.5 **Equalities**

The Chair will work with members to meet national equality and diversity duties/requirements/responsibilities.

7.6 **Exit strategy**

The Children's Services Policy Officer will develop an exit strategy on behalf of the CYPPB if required.

7.7 **Changes to the Terms of Reference**

These Terms of Reference will be reviewed annually. The SWB will be required to sign-off the Terms of Reference of the CYPPB and any amendments to these.