

**CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP BOARD
TERMS OF REFERENCE**

1. Background

The Children and Young People's Partnership Board (here after referred to as "the Board") is one of a network of Priority Delivery Groups (PDGs) that report into the Slough Wellbeing Board (here after referred to as "the SWB").

The Board 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.

2. Purpose and Objectives

The Board 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, preparing them for successful adult life and employment.

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

The Board 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 (SWS).

The Board'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 through:
 - improvement in outcomes for children and young people;
 - 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 for the Board through the Children and Young People's Plan.
- Agree the desired outcomes of the Children and Young People's Plan and monitor and drive progress against these.
- Listen to children and young people and their families through the development of effective consultation, engagement and participation.
- Work as a PDG, reporting to the SWB at least annually on areas of the SWS for which the Board holds lead responsibility. These reports should also highlight any other areas of the Board's work which the SWB may be able to support, as well as identifying issues and priorities which may need to be reflected in the Strategy and/or the SWB's future work programme.

- 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.

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 and Prevention (Early Help)
- 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.

3. Accountability

The Board is accountable to the SWS. The Board will report to the SWB, 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.

Within the CYPPB

Board Members will, collectively, hold each other to account at Board meetings.

Board Members will be allocated responsibility for the delivery of individual Board priorities (operational leadership/coordination for programmes of work may be delegated but overall responsibility for delivery sits with the Board Member).

Board Members will be accountable for the appointment of their organisation's staff on sub-groups/programmes of work, and their organisation's engagement in that piece of work.

Should a Member of the Board be deemed not to be fulfilling their board member responsibilities or failing to engage productively with the work of the board, the Chair shall inform the Member's Chief Officer in writing, having unsuccessfully addressed this with the individual in the first instance

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:

- Hold the Board 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 Board to consider as part of its joint commissioning processes.
- Provide six monthly reports on its findings from its scrutiny activity to the Board, including the annual report.
- Undertake audits and feedback results to the Board, advising on ways to improve and highlight areas of underperformance.

In relation to the SLSCB, the Board will:

- Consult the 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.
- Ensure that messages and information provided by the SLSCB are appropriately disseminated within Board 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 and Young People's Plan.

Relationship with the Improvement Board

The Slough 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 priorities form part of the Improvement Plan and are therefore also reported to the Improvement Board. These are:

- Stay Safe Priority
- Early Intervention and Prevention Priority

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

Other groups

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

4. CYPPB Executive Group

The Executive Group will meet between Board meetings to:

- review the Forward Plan;
- set meeting agendas;
- progress work streams; and
- resolve any issues.

The Executive Group will be chaired by Slough Borough Council's Strategic Director of Wellbeing (Statutory Director of Children's Services) and minutes/ feedback from these meetings will be reported to the Board as appropriate.

5. Sub-groups

CYPPB 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. Sub-groups will work collaboratively where benefit in delivering outcomes through the most effective use of resources is evident.

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.

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

6. Membership

The core membership of the Board is limited to 15 members and drawn from senior 'officer' level within each partner organisation. The seniority of membership will enable key decisions to be made on behalf on the organisation or group of organisations represented, and resources to be committed to support the work of the Board.

Each Board Member must provide a named Deputy to attend in their absence.

The Board is currently comprised of the following representatives:

SECTOR	NAME	JOB TITLE	NAMED DEPUTY	ORGANISATION
POLICE	Gavin Wong*	Chief Inspector, Deputy LPA Commander	Jim Reeves	Thames Valley Police
	Simon Bowden (E)*	Superintendent, LPA Commander		Thames Valley Police
HEALTH	Susanna Yeoman (E)	Deputy Locality Director	Jill Barker	Berkshire Healthcare NHS Foundation Trust
	Sally Murray	Commissioning Manager		NHS Commissioning Support Unit (Central Southern)
	Sarah Bellars (E)	Director of Nursing	Sally Murray	Slough Clinical Commissioning Group
VOLUNTARY SECTOR	Jesal Dhokia	Strategic Partnership Manager	Ramesh Kukar	Slough CVS
SCHOOLS/ COLLEGES	Rachel Cross	Primary School Head Teacher	Liz Herod	Cippenham Infant School
	Deborah Ajose	Secondary School Head Teacher		Baylis Court School
	Kate Webb	Further Education Principal	Virginia Barrett	East Berkshire College
LOCAL AUTHORITY	Councillor Pavitar Kaur Mann (CHAIR)	Elected Member and Cabinet Commissioner for Education and Children's Services		Slough Borough Council
	Jane Wood (E) ** (VICE CHAIR)	Strategic Director Community & Wellbeing (Statutory DCS)		Slough Borough Council
	Kitty Ferris (E)	Assistant Director, Children, Young People and Families	Karl Davis	Slough Borough Council
EARLY YEARS AND EDUCATION	Robin Crofts	Director of Education		Cambridge Education
SAFEGUARDING	Paul Burnett (E)	Independent Chair	Helen Gore	Slough LSCB

(E) Indicates members who are also members of the CYPPB Executive Group are indicated

* Chief Inspector Jim Reeves represents Thames Valley Police on the CYPPB while Superintendent Simon Bowden represents Thames Valley Police on the Executive Group.

** Jane Wood Chairs the CYPPB Executive Group

In addition to the core membership, the Board has the following attendees:

JOB TITLE	NAME	ORGANISATION	NAMED DEPUTY	REASON FOR ATTENDANCE
Children's Services Partnership Lead	Sarah Forsyth	Slough Borough Council		Board and Partnership Support Lead
Consultant in Public Health	Dr Angela Snowling	Slough Borough Council		Priority 3 Lead
Head of Early Years School Services and Children with Disabilities	Chris Aston	Slough Borough Council	Alex Bowman	Priority 5 Lead
Development Manager Children's Centres	Jean Cameron	Cambridge Education		Priority 4 Operational Lead
Head of Place Shaping, Housing and Environment	Hamid Khan	Slough Borough Council		Housing Lead
Performance Manager	Russell Bourner	Slough Borough Council		Performance Lead
Head of Young People's Service	Ketan Gandhi	Slough Borough Council	Andalina Kolsawala/ Janette Fullwood	Joint Participation & Engagement Group Chair
Strategic Commissioning Manager, Children's Services	Sian Smith	Slough Borough Council		Commissioning Lead

Other interested parties and stakeholders will be engaged, where appropriate and necessary, to act as consultees, occasional attendees and/or advisors to the CYPFB.

Membership will be reviewed annually in the final quarter of each financial year.

7. Members' roles and responsibilities

Organisations must appoint representatives who are authorised to:

- speak on behalf of their organisation;
- take decisions that impact upon it; and
- commit organisational time and resources to partnership work..

Each Deputy who attends a Board meeting on behalf of a Member must be fully briefed and empowered to make decisions and commit resources on behalf of the organisation. Any difference in, or limitations to, the powers and authority of a Deputy, compared to the Members he/she is deputising for, must be stated at the start of the meeting and become a matter of record.

Board Members and Attendees will also be responsible for:

- Sharing information with their own agencies and constituent organisations within the sector, and reporting information and outcomes back into the Board.
- Contributing performance and other data from their own agency/representative services, in a timely manner to enable the Board to monitor outcomes and achievements, including the agreed balanced score card.
- Undertaking, responding to and leading engagement and participation activities and programmes with children and young people to deliver the Board's 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 Board.
- Compiling and presenting reports to the Board that enable the Board to deliver its agreed objectives and demonstrate robust governance and transparency.
- Responding to Board matters outside of formal meetings, including problem solving.
- Undertaking research on behalf of the Board as required.

8. Appointment of Chairperson and Vice Chairperson

Members of the Board are responsible for nominating a Chair and Vice Chair. The Chair and Vice Chair will be appointed for a period of one year - although sitting Chairs can be appointed for subsequent periods.

The appointment of Chairs will be via endorsement at the Board. All changes to the Chair and Vice Chair also need to be approved by the Board.

9. Role and responsibility of the Chair

The Chair, with support from the Vice Chair and Children's Services Partnership Lead, will be responsible for facilitating the effective functioning of the Board, including:

- chairing meetings;
- approving agendas;
- allocating and following up actions as appropriate; and
- nominating Board members to report to the SWB and SLSCB as required.

10. Role of Vice Chair

The Vice Chair will:

- carry out the Chair's duties in their absence;
- provide support and assistance to the Chair in carrying out their responsibilities;
- take on specific responsibilities from the Chair when required; and
- 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.

11. Role and responsibility of the Children's Services Partnership Lead

The Children's Services Partnership Lead will:

- Support the Chair and Vice Chair in agenda setting and coordination of Board activity.
- Support the named priority programme leads to service the Board's subgroups, to include:
 - a) co-ordinating delivery plans and work programmes;
 - b) monitoring performance against agreed targets and milestones; and
 - c) providing regular progress reports to the Board.
- 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.
- Work collaboratively with the LSCB Business Manager to ensure reports to the LSCB and actions/information arising from the LSCB are shared.
- Work with other PDGs as required to ensure the coordination of work programmes.

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.

13. Attendance

There must be 100% attendance at Board meetings by all core membership partner agencies.

Each Deputy may attend 25% of Board meetings annually (currently 1 meeting per year).

Where a Deputy consistently attends in lieu of a Member, the Chair will write to the Member's Chief Officer to inform them of this, and discuss the circumstances of the case and, where appropriate, request the appointment of a new Board Member.

In the event of non-attendance by a Member or Deputy at a meeting, the Chair shall inform the Member's Chief Officer in writing.

Attendance at Board meetings will be published on the Board's website and included in the Annual Report.

Attendance at the Board's sub-groups will be published on the Board's website.

14. Termination of Membership

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

15. Frequency of meetings

The Board will meet four times a year.

Between each Board meeting, the Executive Group will meet twice; the first meeting will determine the next Board agenda and the second will review performance and reports before the Board meeting.

A forward programme of dates will be agreed and published annually.

16. Administration

The Children's Services Partnership Lead 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 Board minutes, forward plans and action logs.

17. Agendas and Reports

The Board shall develop a Forward Plan setting out programmed agenda items for the year ahead.

Items for each Board agenda shall be submitted to the Children's Services Partnership Lead not later than seven working days before the Executive Group meeting prior to the CYPPB meeting.

Urgent items for Board agendas may be submitted to the Children's Services Partnership Lead not later than fourteen working days before a scheduled Board meeting. **Urgent items will only be included by agreement of the Chair.**

Board agendas and associated papers and reports will be circulated not later than five working days before a meeting is held.

18. Decision making

Decisions taken by the Board will be consensual. If a consensus cannot be reached 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.

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.

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

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

- Web pages and Websites.
- Newsletters.

- Press releases.
- Seminars, workshops and meetings.

19. Performance reporting requirements

The Board will provide regular performance and progress updates showing the delivery of the SWS targets and its own work programme to the SWB. It will also report to the Improvement Board on progress against Improvement Plan actions.

The Chair will work with the Children's Services Partnership Lead and the Council's Performance Team to ensure that effective systems are in place to enable:

- monitoring and analysis of the Board'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

20. Freedom of Information and Data Protection requirements

The Group is subject to the provisions of the Freedom of Information Act 2000 and the Data Protection Act 1988 as regards the public's rights of access to, and the holding of information by, public bodies.

21. Equalities

The Group will have regard to the Equalities Act 2010 and will undertake Equality Impact Assessments in relation to its activities, as and where appropriate.

22. Risk Management

The Children's Services Partnership Lead will develop and manage a dedicated Risk Management Plan and Risk Register on behalf of the Board 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 Board and its sub-groups.

23. Partnership review arrangements

The SWB will undertake a self-assessment of its partnership governance arrangements annually. The Board 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 Board may also be conducted periodically.

24. 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.

25. Dispute Resolution

Should any member have a complaint or conflict with another member of the Board, 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: The Board 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.

26. Exit strategy

The Children's Services Partnership Lead will develop an exit strategy on behalf of the Board if required.