

AGENDA ITEM 11

REPORT TO: Halton Strategic Partnership Board
DATE: 17 May 2006
SUBJECT: Partnership Governance Update

1. PURPOSE OF REPORT

To update Board Members on the latest governance issues from the two new SSPs, Employment, Learning and Skills in Halton and Halton's Children and Young People, and the Performance and Standards Sub.

2. RECOMMENDATION

That Board Members endorse and agree the attached Terms of Reference for the new SSPs and sub-group.

3. BACKGROUND

As part of the Governance report that went to the Board in March, there was information regarding the new SSPs, with a vision of how they would be structured. These SSPs have now met for the first time, and their action plans are on this agenda under item 8. The Terms of Reference have now been brought back to the Board as a separate item. These have also been seen by the Performance and Standards Group.

Also attached are the Terms of Reference for the Performance and Standards Group itself. These were given to the Board in March as draft, and no comments have been received.

4. CONCLUSION

We would ask Board Members to endorse and approve the attached Terms of Reference for the new SSPs and the P&S Sub, and therefore adopt them into the overall Governance structure of the LSP,

Attachments:

Annexe A : Terms of Reference for Children and Young People
Annexe B : Terms of Reference for Employment, Learning and Skills
Annexe C : Terms of Reference for Performance & Standards Sub

TERMS OF REFERENCE

**Children & Young People's
Integrated Commissioning Partnership**

1. Vision

A Community committed to realising high aspirations, where all children, young people and families are valued and respected and where inclusion and diversity are included.

To ensure the effective delivery of the Every child matters Outcomes:-

- Be safe
- Be healthy
- Enjoy and achieve
- Make a positive contribution to the community and society
- Achieve economic wellbeing

In Halton we will:

- Develop a clear analysis of need across the borough.
- Listen to and involve all in planning and improving services.
- Provide high quality services that are responsive to need, inclusive and accessible to all.
- Ensure that all children and young people receive their entitlement of services.

Principles & Values

In Halton....

- We respect the UN Convention on the Rights of the child
- We recognise all children and young people have a significant contribution to make
- Young people will be supported to achieve potential and aspire to excellence
- Services will be child centred and will work in partnership to improve outcomes
- All providers of services are accountable to children and young people they serve
- A range of opportunities enables all children and young people to undertake a lifelong journey of learning, enjoyment and fulfilment
- The well-being of children and young people will be promoted by ensuring that they grow up in safe communities, environments and family settings
- We will ensure the borough is an inspiring place where all children and young people enjoy living, learning, developing, working and achieving

- All children and young people are heard, treated with respect and have their individual needs recognised

2. Key Tasks of the Integrated Commissioning Partnership (ICP)

The Integrated Commissioning Partnership (ICP) will fulfil the duties and responsibilities of:

- Children & Young People's Specialist Strategic Partnership (SSP)
- The practical arrangements needed to implement a Children's Trust in Halton.
- Children & Young Peoples Alliance Board Task Group Chairs Forum.
- A Joint Commissioning Forum.
- Co-ordination of the implementation of Children & Young People's Plan

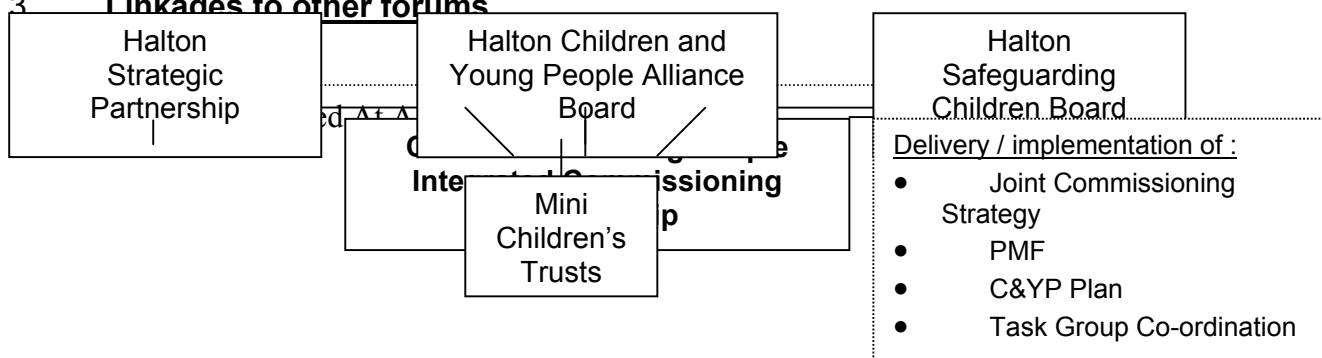
This is proposed within the principle of rationalisation and the avoidance of duplication.

The function of the group will be to:

- Develop the practical applications needed to implement a Children's Trust arrangement. These include:
 - Comprehensive partnership agreements underpinning governance and accountability arrangements.
 - A Joint Commissioning Strategy.
 - Agreement on the financial processes to be used to pool budgets.
 - Implement Performance Management Framework across agencies.
- Work in partnership to agree an action plan in line with Community Strategy Priorities, to include service performance targets and in line with the improvement targets within the Community Strategy.
- Work in partnership with the Children and Young People Alliance Board, Halton Safeguarding Children Board and the Halton Strategic Partnership to develop a joint approach to service planning and commissioning, particularly around cross-cutting issues, and to act as a potent and persuasive voice in the steering of funds to meet the needs of the Halton community.
- Through an integrated and co-ordinated approach to public services, achieve best value, economy, efficiency and effectiveness in the provision of services to Halton's children and young people.
- Ensure wide participation in the planning and delivery of services via a robust communication/consultation/participation strategy, to include children, young people, parents and relevant professional/ provider groups.
- Act on behalf of the Children and Young People Alliance Board to work with the Halton Strategic Partnership to develop Local Area Agreements where appropriate.

- Agree priorities for the Neighbourhood Renewal Fund monies and any other funds from time to time identified, and determine the allocation of these funds within a proactive, needs-led commissioning framework.
- Monitor compliance with SLAs and any other requirements of organisations or agencies receiving funding.
- For the benefit of Halton children and young people, secure local operational freedoms and flexibilities under Public Service Agreements and otherwise.
- Make regular reports to the Children and Young People Alliance Board, Halton Safeguarding Children Board and the Halton Strategic Partnership, including budget reports and reporting performance against agreed targets.
- Undertake other relevant responsibilities delegated by the Children and Young People Alliance Board, Halton Safeguarding Children Board and the Halton Strategic Partnership.

3. Linkages to other forums



4. Links to Halton Strategic Partnership

In recognition of the importance of children and young people, Children and Young People have been established as one of five Halton's priorities within the Community Strategy 2006-2011:

- Healthy Halton
- Halton's Urban Renewal
- **Halton's Children and Young People**
- Employment, learning and Skills in Halton
- Safer Halton

The Integrated Commissioning Partnership will function as the SSP for the Children and Young People priority and will have responsibility for the implementation and monitoring of strategies and action plans developed in line with the Community Strategy in relation to children and young people.

Key Objectives:

- To ensure children and young people are physically, mentally, socially and sexually healthy, have healthy lifestyles and choose not to take illegal drugs
- To make sure children and young people have stability and are well cared for, and are safe from violence, neglect, maltreatment, abuse, accidents, bullying, discrimination, crime and anti-social behaviour
- To ensure children and young people are prepared for school life, attend and enjoy school, and are able to reach stretching educational standards at all stages and enjoy a good standard of personal and social development with plenty of recreation opportunities
- To enable children and young people to make a positive contribution by engaging in enterprising behaviour, being enabled to make decisions, and develop positive relationships and self confidence so they can deal with significant life changes and challenges
- To engage children and young people in further education, employment and training after school, and make sure they are ready for employment and enjoy material prosperity in decent homes and communities
- Work in partnership to agree an action plan in line with Community Strategy Priorities, to include service performance targets in line with the improvement targets within the Community Strategy.
- Work in partnership with the Children and Young People Alliance Board and the Halton Strategic Partnership to develop Local Area Agreements where appropriate.
- Through an integrated and co-ordinated approach to public services, achieve best value, economy, efficiency and effectiveness in the provision of services to Halton's children and young people.
- For the benefit of Halton children and young people, secure local operational freedoms and flexibilities under Public Service Agreements and otherwise. This will include the development of pooled budgets for Children's mini-trusts.
- Agree priorities for the Neighbourhood Renewal Fund monies and any other funds from time to time identified, and determine the allocation of these funds

5. Links to C&YP Alliance Board

The Halton Children & Young Peoples Alliance Board is the key strategic partnership board which will drive forward the developments of integrated children's services in Halton and improvements in delivering against the 5 outcomes for Children and young people and the development of Children's Trust arrangements in Halton.

The key objectives of the Board are as follows:

- Developing joint measures for improving local outcomes for children and young people, including the establishment of pooled funds and the provision of staff, goods, services, accommodation or other resources as appropriate;
- developing and implementing the Children and Young People's Plan;
- developing mechanisms for realigning resources and commissioning new services;

- sharing information including performance management information and details of staffing, intervention/activity budgets and locally agreed performance targets;
- developing shared local performance targets;
- receiving regular progress reports from the task groups;
- developing reporting mechanisms for all agencies' performance information, and arrangements that address failures of services in meeting targets;
- giving consideration to and where appropriate ratifying all significant service developments, strategies and plans concerning children and young people;
- ensuring wide participation in the planning and delivery of services via a robust communication/consultation/participation strategy, to include children, young people, parents and the CYPSP forum;
- development and implementation of a local compact; and
- developing and publishing a local complaints procedure to cover a range of complaints from those about individuals failing to co-operate to agency's non compliance with the compact.

Beneath the board there are 4 task Groups:

- Universal
- Preventative
- Targeted
- Common Processes

There are also agreed links to Halton Safeguarding Children Board

There is a clear need to ensure the co-ordination of these Task Groups to deliver a whole systems, all children, approach in Halton.

A part of the Alliance Board responsibilities has been the establishment of a Children & Young People's Plan covering all services to children and young people. This will be the main vehicle for facilitating the integration agenda (2006 – 2009) and the focus of all commissioning activity in order to deliver the priorities contained within the plan.

6. Links to Halton Safeguarding Children Board

The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do. The work of LSCBs is part of the wider context of children's trust arrangements that aim to improve the overall wellbeing (i.e. the five Every Child Matters outcomes) of all children in the local area.

Whilst the work of LSCBs contributes to the wider goals of improving the wellbeing of all children, it has a particular focus on aspects of the 'staying safe' outcome. The LSCB's work to ensure the effectiveness of work to safeguard and promote the welfare of children by member organisations will be a peer review process based on self evaluation, performance indicators, and joint audit. Its aim is to promote high standards of safeguarding work and to foster a culture of continuous improvement. It will also identify and act on identified weaknesses in services and to avoid unnecessary duplication of work the LSCB

should ensure that its monitoring role complements and contributes to the work of both the children's trust and the inspectorates.

The roles and responsibilities of the board are to:

- To undertake strategic planning of services relevant to the children's safeguarding agenda.
- To hold all partner agencies to account for their safeguarding practice
 - To ensure services are co-ordinated.
 - To consider national objectives and Government targets.
 - To gather, update and report information regarding unmet need in order to inform the Joint Commissioning Strategy for Children and Young People in Halton.
 - To monitor and contribute to the work of the Mini-Children's Trust Partnership boards, which fall within the remit of the task group, including receiving reports on the progress against strategies and the management of associated pooled budgets.
 - To participate with other groups within the children and young people's strategic planning structure to ensure the needs and views of children and young people and their families are taken into account in the planning process.
 - To make regular reports to the Alliance Board, which will include performance information.
 - To produce an Annual Business Plan, with clear indication of tasks, leads, timescales and performance measures incorporating the 5 outcomes

7. Children's Mini Trusts Arrangements

The Government expects that Children's Trusts will be led by local authorities with the Director of Children's Services and the Lead Member accountable for the services provided by the Children's Trust.

A set of effective local arrangements, operating at every level, will be a Children's Trust in action. These arrangements will involve: -

- Front-line staff providing integrated services;
- the shared processes they use to support their work;
- joint audits, plans and commissioning arrangements with pooled budgets which set their priorities and deliver the necessary resources
- the inter-agency governance arrangements which agree the overall vision and sustain the approach.

The new integrated inspection framework, led by Ofsted, will inspect how Children's Services work together and the development and outcomes delivered by Children's Trust arrangements in each area. The establishment of a Children's Trust is a requirement for some Local Authorities by 2006 and all by 2008.

In Halton the decision has been taken to develop Mini Children's Trusts as part of the programme of developing a wider Children's Trust in Halton by 2008

The proposals for mini Children's Trusts in Halton is based on a model of multi-agency pooled budgets and joint commissioning, together with the joint management and co-location of staff where this makes sense to children, young people and their families. This will then allow the learning from these Mini Children's Trusts to be used as a wholesale Children's Alliance is developed by 2008.

The proposed model in Halton will be to develop four specific Children's Mini Trusts by April 2006, based on pooled budgets and joint commissioning arrangements:

- LAC
- CwD
- CAMHS
- Preventative Services

Between 2006-7 the initial phase of service specific Mini Children's Trusts will be developed and will also seek opportunities for the co-location of staff teams and inter-agency governance.

8. ICP Membership

The membership will include representatives from organisations involved with children, young people and their families:

The membership would consist of:

Chair – Kath O'Dwyer
Lorraine Butcher – (Universal Task Group Chair)
Paul Wilcox - (Preventative Task Group Chair)
Janet McDonald - (Targeted Task Group Chair)
Audrey Williamson – (LSCB Chair)
Tony Crane - (Common Processes Task Group Chair)
Jenni Owen - (Mini Preventative Alliance Lead)
Margaret Chaplin (Mini CwD Alliance Lead)
Christine Taylor (Mini LAC Alliance Lead)
Lorraine Crane (Mini CAMHS Alliance Lead)
Lisa Driscoll - LSP Officer
Police rep – to be agreed
Connexions rep – to be agreed
Learning Skills Council rep – to be agreed.
HVA Rep - to be agreed

There will be an agreed deputy representative from each organisation, who will be kept informed about developments and can attend meetings in place of the main representative where necessary.

9. ICP Meetings

Chair

Operational Director (Children & Young Peoples Directorate)

Frequency

The Group will meet monthly, and at other times as may be required.

Notice/agendas

Meeting dates to be agreed in advance.

Agenda items and supporting documents to be forwarded to chair at least 7 working days before the meeting for tabling. Agendas to be circulated 5 working days before the meeting.

Attendance/ substitutes

All members to endeavour to attend all meetings, or to send an agreed substitute with delegated responsibilities to participate in the decision making process. Where neither the member nor substitute member is able to attend, apologies to be sent to the Chair in advance of the meeting. Where apologies are received from more than 5 members, the Chair may rearrange or cancel the meeting.

All members to prepare for meetings by reading through agenda and papers and preparing written reports as appropriate.

Administration responsibilities

Chair of group to secure administrative support to group, including minuting and the circulation of agendas and papers.

Decision making

The quorum of the group will be 50% of the membership plus one member.

Decisions will be reached by consensus. If this is not possible there will be a vote. The Chair will have the casting vote in the case of a tie.

The minutes of meetings will clearly record decisions made and responsibilities for undertaking agreed tasks.

10. ICP Conduct

Members of the Halton ICP are expected to work in partnership in line with the “Nolan principles” for the conduct of people in public life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership.

Members of the Board are required to conduct themselves in a proper and professional manner during meetings and in carrying out the work of the Board.

Members of the Board have collective responsibility and accountability for its decisions, and equal status in discussions. Members should strive to make decisions and recommendations that further the aims of the Children and Young People's agenda in improving the outcomes for children and young people in Halton, rather than the interests of their own agency. Where any conflict of interest arises, either regarding individuals or agencies, the affected member should declare the same to the Chair of the meeting.

11. Changes to ICP Terms of Reference

Any changes to the Terms of Reference will be agreed by:

- **Children and Young People Alliance Board**
- **Halton Safeguarding Children Board**
- **Halton Strategic Partnership.**

EMPLOYMENT, LEARNING AND SKILLS SPECIALIST STRATEGIC PARTNERSHIP

Terms Of Reference

1. Strategic setting

- The Partnership will develop itself as the strategic body for post-19 employment, enterprise learning and skills in Halton, co-ordinating and leading policy and activity in this area.
- The Employment, Learning and Skills Partnership will establish itself as one of the five specialist strategic partnerships of the Halton Strategic Partnership.

2. Remit

The Partnership's key roles are:

- To adhere to the guiding principles and partnership principles set out in the Community Strategy
- To be responsible for the delivery of the Employment, Enterprise, Learning and Skills targets and outcomes contained within the Community Strategy for Halton
- To develop strategies and action plans for the delivery of Employment, Enterprise, Learning and Skills.
- To ensure provision is coherent, cost effective and responsive to the needs of individuals, local communities and employers in Halton.
 - To identify, understand and represent local needs around the area of Employment, Enterprise Learning and Skills
 - To commission activity to meet national, regional and local priorities and targets
 - To co-ordinate and superintend the implementation of project activity relating to Employment, Enterprise Learning and Skills
 - To manage Neighbourhood Renewal funding, and any other partnership budgets and resources
 - To undertake performance management, monitoring and evaluation of funded partnership activity
 - To improve communication between local partners and ensure collaborative activities are undertaken which make the most effective and efficient use of combined resources.

- To provide timely, accurate and meaningful reports to the HSPB on progress in implementing projects and initiatives and in achieving the key improvement targets included in the Community Strategy.
- To co-operate and be pro-active in sharing information with partners to help improve delivery in so far as data protection and individual and professional constraints allow.

The Partnership's aim is:

To create an economically prosperous borough that encourages investment, entrepreneurship, enterprise and business growth, and improves the skills and employment prospects of our residents and workforce so that they can share in the all the opportunities Halton affords.

The Partnership's key objectives are:

- A** To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity
- B** To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce
- 1.0 C** To promote and increase the employability of local people, tackle economic inactivity and help to address any barriers to employment
- D** To develop a strong, diverse, competitive and sustainable knowledge based local economy
- E** To foster the financial inclusiveness of local people, including access to appropriate, supportive advice services where both empowerment and practical help can be provided

3. Definitions

- For the purpose of the Employment, Learning and Skills Partnership the following definitions will apply:

THE PARTNERSHIP – includes all organisations and individuals actively committed and involved in delivering the objectives of the Employment, Learning and Skills Partnership.

PARTNERS – all organisations having representation on the Executive Group or one or more of the Operational groups.

THE EXECUTIVE GROUP – refers to the Specialist Strategic Partnership Board

OPERATIONAL GROUPS – refer to sub-groups operating beneath the Executive Group of the SSP.

MEMBERS – all individuals having positions on the Executive Group and one or more of the Operational Groups. It is expected that a member is a representative of an organisation, group or network within the community, voluntary, private and public sectors.

COMMUNICATION – the primary communication method will be by e-mail however this will not preclude the use of other methods where appropriate.

Scope of Groups and Individuals

1. The Executive Group is responsible for:

- Agreeing the Chair of the Partnership
- Making strategic decisions on behalf of the Partnership
- Providing the strategic direction for the Operational Groups.
- Providing the Chair & Vice Chair for the Operational Groups.
- Establishing cross-operational task groups as and when required/suggested. (Notes from all such groups will be considered and approved by the Executive group.)
- Commissioning activity and developing policy and strategy relating to Employment, Learning and Skills
- Approving the allocation and expenditure of any funds directly available to the Learning and Skills Partnership.

MEETING ARRANGEMENTS

- Meeting arrangements will be reviewed annually.
- The Chairs of the Executive and Operational Groups will be reviewed annually.
- The Executive Group will meet at least six times a year. (The Chair can call additional meetings in response to particular and exceptional circumstances.)
- The Executive Group will make decisions on the basis of consensus.
- The quorum for the transaction of business will be five members.
- Minutes/Action Points of all meetings shall be produced and presented to the next appropriate Executive or Operational Group meeting for information/comment/action.
- With the approval of the chair, persons who are not members of the Partnership shall be invited to attend the meetings in an advisory capacity.

2. The Operational Groups are responsible for:

- Making operational decisions on behalf of the Executive Group.
- Ensuring the successful achievement of the group's priority tasks and targets as detailed in the appropriate Action Plan.
- Providing the Executive Group with the operational information and support required to develop the Partnership's strategic direction.
- Suggesting areas of development to the Executive group including the option of establishing task groups as and when required.
- Ensuring the appropriate spend of funding allocated by the Executive Group

MEETING ARRANGEMENTS

- Meeting arrangements will be reviewed annually.
- The Chair(s) of the Operational Group(s) will be a member of the Executive Group.
- Operational Groups will meet once a month. (The Chair can call additional meetings in response to particular and exceptional circumstances.)
- The Operational Group will make decisions on the basis of consensus.
- The quorum for the transaction of business will be five members.
- Minutes/Action Points of all meetings shall be produced and presented to the next available Executive or Operational Group meeting for information/comment/ decision(s).

3. Partner Organisations are responsible for:

- Staff development – ensuring all staff are fully aware of the Employment, Learning and Skills Partnership, its Action Plan, targets and the organisational involvement in and commitment to the partnership and its objectives.
- Sharing Information – operating an open policy of sharing information with other partners within the scope of the Partnership's '**Information Sharing Protocol**'.
- Networks – ensuring that any related network, of which the partner is a member, is informed of the Employment, Learning and Skills Partnership, its Action Plan and targets and that organisations role within the Partnership. The partner organisation should also ensure that the Partnership is fully informed of the network to which the partner is a member and of any areas of support that can be given to and from the Partnership.

4. Individuals are responsible for:

- Regular attendance at meetings (At least 75% of all meetings called)

- Informing the Partnership Co-ordinator of any non-attendance and/or deputising prior to any meeting. (Any deputy must come with full authority to act on behalf of the person for whom they are deputising)
- Ensuring all relevant information and expected actions are communicated to the individual/organisation/group/network/external partnership represented by that individual. (Individuals attending meetings as full members of the Partnership should be there to represent their parent organisation/group/external partnership/network, or represent the views of a group/external partnership/network)
- Contributing to discussion/action assisting the achievement of the Employment, Learning and Skills Partnership's objectives and identifying areas for development.
- Declaring any personal or organisational 'conflict of interest' whether it is in relation to any agenda item, discussion topic or funding application. This is a requirement for any item requiring an executive decision, at which point the individual will forego their voting rights. Individuals may be requested to provide any relevant additional information prior to any discussion but may then be asked to leave any meeting during discussions aimed at reaching an executive decision.

5. The Partnership Co-ordinator is responsible for:

- Accountability to the Executive Group and the Operational Groups
- Coordination of the Strategic direction of the Executive and Operational Groups
- Arranging visits, speakers, presentations and additional inputs with and on behalf of the Chair of the appropriate group.
- Ensuring an agenda is produced in consultation with the relevant Chair and sent to all members of the appropriate group at least five working days prior to the meeting taking place.
- Producing an agenda based on:
 - Matters arising from previous meetings.
 - Progress against current Action Plan milestones.
 - Related items from other groups within the partnership structure.
 - Other items not covered by the above and relevant to that meeting and group.
- Ensuring minutes/action points are produced in consultation with the relevant Chair and sent to all members of the appropriate group following the meeting taking place.

- Co-ordination of the Partnership's meeting cycle and delivery of annual objectives.
- Effective communications throughout the Partnership.
- Maintaining appropriate financial records relating to Partnership Funding

INFORMATION SHARING PROTOCOL

In order to plan effectively for the future, Partners recognise the need to share their planning information and processes. By working in such a way the Partnership can ensure that gaps in local provision are filled and that duplication is avoided.

To further this process Partners agree to provide the Co-ordinator with copies of their strategic plans, needs analysis and other strategic information that could inform the Strategic Planning of learning opportunities across Halton. The following principles underpin this sharing process:

- Partners will indicate which sections of their plans can be shared within the Partnership and which sections are confidential.
- The co-ordinator will not divulge information from the sections defined as confidential to other members of the Partnership.
- The information in confidential sections will only be used by the co-ordinator to build up a global picture of employment, enterprise, learning and skills provision in Halton.
- Partners will agree to share relevant financial information about available funding as appropriate.

The Employment, Learning and Skills Partnership has been charged with helping to ensure that local provision, within Halton, is responsive to local community needs by identifying those needs and responding to them. The Partnership acknowledges that it can best fulfil this responsibility by being pro-active in the sharing of strategic information and in communicating and consulting with partners. The Partnership will then be in a position to represent local needs at a local, sub-regional, regional and national level.

HALTON STRATEGIC PARTNERSHIP

PERFORMANCE AND STANDARDS SUB-GROUP

TERMS OF REFERENCE

- Performance monitor the development and implementation of action plans (and LAAs if appropriate) drawn up by the Specialist Strategic Partnerships (SSPs).
- Ensure that there are robust processes in place for review, evaluation, monitoring and sharing good practice across the HSPB and SSPs.
- To steward the risk management strategy agreed by the Board and assess impact on the Partnership.
- To receive regular financial monitoring information from the SSPs.
- To develop a scrutiny role over the work of the HSPB and SSPs.
- To identify and consider any other information that may be needed to monitor the performance of the SSPs, and at a lower level, that of approved projects.
- To promote and maintain high standards of conduct by members of the HSPB and SSPs.
- To act in an advisory role to the HSPB and SSPs on matters relating to the Shared Principles of Good Conduct.
- To Champion the cross-cutting themes of the adopted Community Strategy and provide a source of help, advice and expertise to the Board and SSPs on these issues.