

Children and Families Strategic Partnership



Governance Proposals 2017

Children and Families Partnership Board

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1. Purpose & Recommendations

1.1 The purpose of this paper is present draft proposals on the governance arrangements for the Children and Families Strategic Partnership. In particular;

- Re-visit governance arrangements in Doncaster to support the delivery of the JSNA, Children and Young People's Plan and outcomes framework
- Incorporate a sense of transition – when and how these arrangements will be set up.
- Create a governance structure that drives improvement, delivery of the CYP Plan and ensures accountability across the partnership.

1.2 The recommendations arising from this report are;

- a) **The Children and Families Partnership board agree and adopt the governance proposals in the report whilst acknowledging that more work to finalise the locally defined task groups is required.**
- b) **The Children and Families Partnership Board dissolve in recognition of the new governance proposals proposed.**

2. Aims & Consultation

2.1 An original governance paper was produced in summer 2016 which was shared with the Children and Families Partnership Board (CFPB), identified significant weaknesses in the linkage and composition of the governance structure of the CFPB. It identified that the governance and sub group structure should be reviewed and consolidated. The current picture of groups that are/have been listed as being linked to the CFPB are;

CFPB Sub Group Descriptions	
14 – 25 strategic Board	Behaviour and Attendance Board
Access to learning Board	Active Involvement Board
SEND Strategic Board	YOS management Board
Corporate Parenting Board	Early Education Board
Education Improvement Board	Early help Implementation task group

Source: Governance Review (summer 2016)

2.2 Since this governance review a significant amount of consultation has taken place with partners, which sought to shape and influence the arrangements so

they were fit for purpose and injected some drive and pace into delivery, specifically for the Children and Young People's Plan. The ultimate aim of these governance arrangements is to ensure the actions we have set out in the plan get delivered and the outcome measures we have set improve; which will improve the lives of children, young people and families across Doncaster. The outcomes framework (**annex 1**) linked to the Children and Young People's Plan has been central to the composition of these proposals.

2.3 The consultation path is shown below;



3. Principles to Consider

3.1 Through the consultation sessions work has involved shaping how we want to work as a way of informing governance arrangements. This included three distinct areas; we make good decisions and be accountable, clear structure & interactions and we consider the wider context and Team Doncaster. These have been used to shape the proposals in this paper.



4. Main Proposals

4.1 The main proposals are;

- **A Children and Families Executive Board** is established with senior officers from across the partnership. This will be a strategic and agile decision making board and report to Team Doncaster.
- **A Children and Families Strategic Forum** is established which allows a much wider group of stakeholders to participate and contribute in shaping the work of the partnership.
- **A Children and Families Performance & Evaluation Group** is established which will hold the sub-structure to account for delivery and escalate issues to the Board as necessary.
- **A locally defined task group structure** is established which will consist of statutory groups and also locally defined groups that allow us to deliver the outcomes in the Children and Young People's Plan

- 4.2 Although not covered in the proposals of this report it is clear that there may need to be changes to the Local Children's Safeguarding Board (LCSB) as a result of the 'Wood Review' but these are not included explicitly in this proposal; there is an acknowledgement that this will happen and a plan will need to be in place by December 2018 and as part of that review considerations to these arrangements may need re-visiting.
- 4.3 Discussions that relate to a series of programmes across the partnership (Doncaster Growing Together) have been discussed at Team Doncaster Strategic Partnership. These focussed programmes are urgent, collective and transformational and as such require a true partnership response. These programmes will require a programme board to manage delivery and these programme boards will be linked to one or more of the partnership theme boards. For example the one Doncaster programme (our response to the education and skills commission) will be managed through the Education and Skills Board (the Programme Board) and linked to both Enterprising Doncaster and to the Children and Families Executive Board.
- 4.4 The proposed structure for the Children and Families Partnership is contained within **annex 2**

5. Children and Families Executive Board

- 5.1 The Children and Families Executive Board will be the main strategic board in the Team Doncaster Partnership for Children and Families. It will provide overarching governance and delivery oversight to the Children and Young People's Plan and champion the voice of children and young people.
- 5.2 This group would need to be strategic, agile and able to make decisions about commissioning and resources quickly. Full details and role descriptors of the Children and Families Executive Board can be found in **annex 3**.

6. Children and Families Strategic Forum

- 6.1 The Children and Families strategic forum will provide a place for all agencies who contribute to the vision/activity in the Children and Young Plan to participate and shape annual planning and consider the impact that has been made.
- 6.2 It is likely that this group may include membership from a wide pool of agencies and occur less frequently than other meetings in this structure. Full details and role descriptors of the Strategic Forum can be found in **annex 4**.

7. Children and Families Performance & Evaluation Group

- 7.1 The Children and Families Performance & Evaluation Group will exist solely to hold to sub structure to account. The group will meet frequently and will consist of sub group chairs and include a chair who is a member of the Executive Group. Full details and role descriptors of the Performance and Evaluation Group can be found in **annex 5**

8. Children and Families locally defined task group structure

- 8.1 The refreshed sub-structure reflects the outcomes framework contained within the Children and Young People's Plan. There are two main areas of the task group structure; Delivery Areas and Cross Cutting Enablers. The Delivery section reflects the four main areas of the outcomes framework, Be Safe, Healthy and Happy, Achieve and Economic Well-being. The cross cutting enablers include, Participation and Engagement, Joint Commissioning, Locality Boards and Corporate Parenting Board; these work across the four delivery areas. Furthermore the Local Children's Safeguarding Board (LSCB) sub structure is included for completeness and reference although not part of the review as articulated in para 4.2.



Overall locally defined task group proposal

- 8.2 As a general principle it should be expected that each group will produce an annual plan towards the start of the year and contribute to an Impact report for the partnership towards the end of the year. The generic ToR that can be incorporated by each sub-group can be found in **annex 6**.
- 8.3 There should also be an expectation that groups may not need to exist indefinitely with a strong focus on the task that needs to be completed and once achieved the group may disband. The Performance and Evaluation Group seeking approval from the Children and Families Executive Board should play a clear role in challenging the purpose and achievement across the sub-structure.
- 8.4 **The locally defined task group structure has been sketch out but further work is needed to shape delivery. It is proposed that the Children and Families Executive Group will as part of the away session in June 17 will look at the four themes (Be Safe, Healthy, Achieve and Economic Well Being) and assess how best they should operate in the future. This may change the proposals as set out in the rest of this section.**
- 8.5 The detailed proposals are listed below;

Cross Cutting Enablers

- Groups that will support the work across the delivery areas;
- Participation and Engagement Group will be a conduit to allow voices of young people to be captured by the partnership.

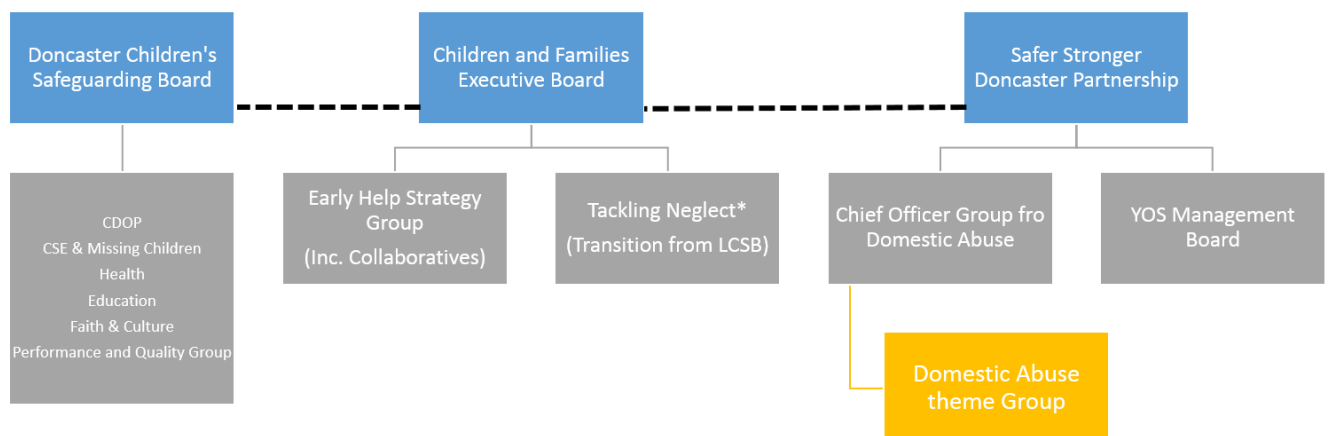
- Joint Commissioning and Resources Group is in existence and should consider how commissioning across the partnership is operating and how it needs to develop in the future.
- Locality Boards are not in existence but are desirable for 2018-19. These would be formed through strategic discussions incorporating the work of school collaboratives and the outcomes required at an area level.
- The Corporate Parenting board is a statutory board and currently operational.

Be Safe

Outcome Areas

1. Children have access to the right services at the earliest opportunity
2. Domestic abuse practice is transformed across Doncaster
3. Ensure no child suffers significant harm from neglect
4. Keeping Teenagers Safe

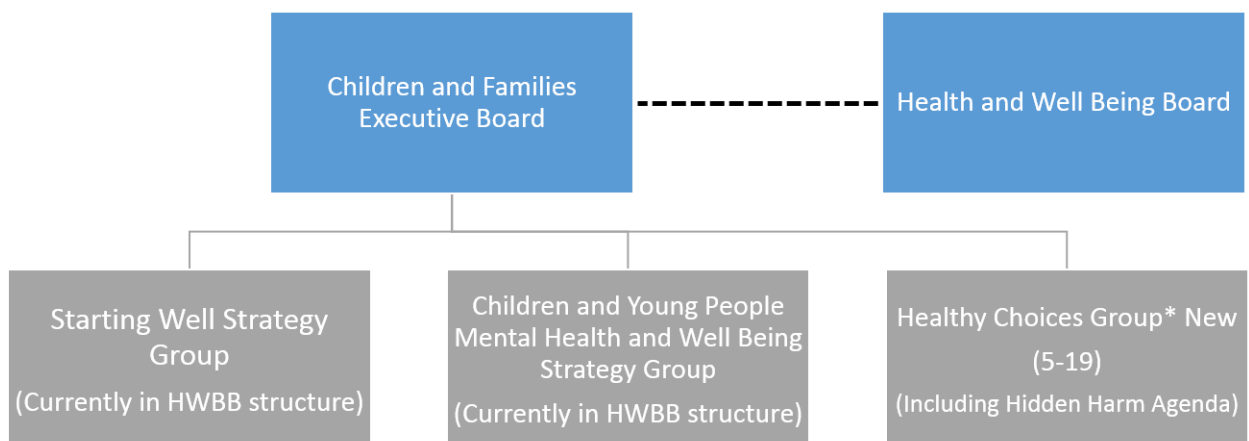
- Two groups in existence are assigned to the Safer Stronger Doncaster Partnership; Domestic Abuse and Youth Offending Service Board.
- Early Help Strategy Group is in existence and operational and currently links to the school collaboratives work.
- A group that would focus on tackling neglect would need to be established or developed – this would be discussed and initiated by the Performance Group.



Healthy & Happy

Outcome Areas

1. Children and young people are healthy and have a sense of wellbeing
 2. Children have the best start in life
 3. Children and young people's development is underpinned through a healthy lifestyle
- Two groups that are operational and in existence that are currently reporting through the health and well-being Board (HWBB) structure would move to the Children and Families Partnership structure and report to the performance Group. Assurance via an annual impact report or something similar would be needed by the HWBB for assurance purposes.
 - A new 'Healthy Choices Group' which would consolidate the meetings that exist in this area, which would include a whole raft of issues for young people aged 5-19, including the hidden harm agenda. The specific remit of this would be discussed and initiated by the Performance Group.

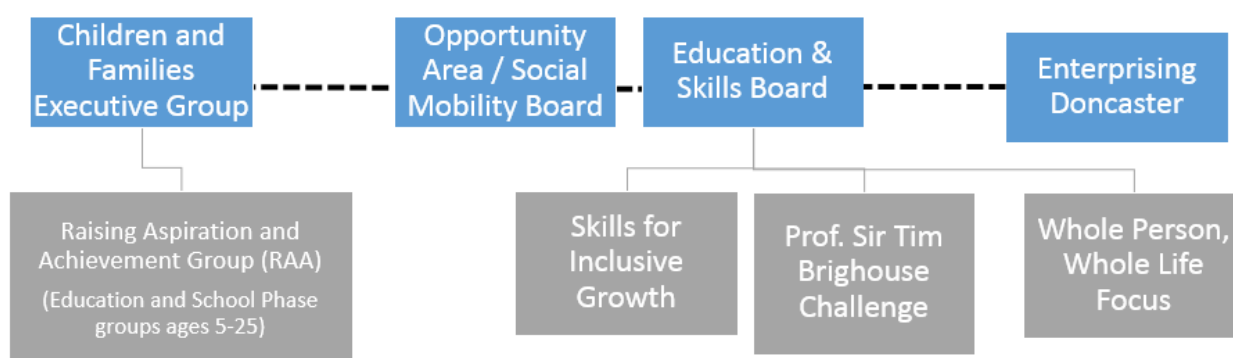


Achieve & Economic Well-Being

Outcome Areas

1. Ensure all children are ready for school (Linked closely to 'Best Start to Life in Healthy and Happy')
2. All children attend a good or better setting and aspirations are raised to ensure that they reach their full potential
3. Young people are equipped to access education, employment and training
4. Diminish the difference between disadvantaged and non-disadvantaged children and young people
5. Fewer children living in poverty

- The arrangement will be the vehicle for the delivery of the One Doncaster Response to the Education and Skills commission report, the One Doncaster Programme. This will be managed and delivered by the Education and Skills Programme Board.
- The Opportunity Status in Doncaster will require specific governance processes and these will be developed and managed in conjunction with the Dept. for Education and work closely with the existing structure for Education and Skills.
- The Raising Aspiration and Achievement Group will be composed of some of the responsibility of the Education Improvement Board and will manage all strategic discussions for primary and secondary education. In an interim position it may also link to other groups to gain a view on post 16 and wider skills up to age 25.



9. Transitioning Plan & Next Steps

- 9.1 These proposals are draft but once adopted will go through a period of transition as new meetings form and agree specific arrangements. To support this there are three specific stages to work through, prepare, implement and evaluate. These are described in more detail below;

May

- Draft Proposals to IEG 11th May
- Final Proposals to CFPB 17th May
- Initiate Performance Proposal Dashboard to develop reports on Covalent
- Development Day date and agenda for Executive Board and Performance & Evaluation Group agreed
- Discussion and update with new political administration

June

- **Development Day**
 - Agree ToR
 - Agree Annual Cycle
 - Support and Administration arrangements for the partnership
 - Discuss the leadership roles required and the operating model.
 - Explore any risks and opportunities
 - Set direction on theme meetings and shape the task groups required under each theme.

July

- Annul cycle Begins
- First Meeting of **Children and Families Executive Board**

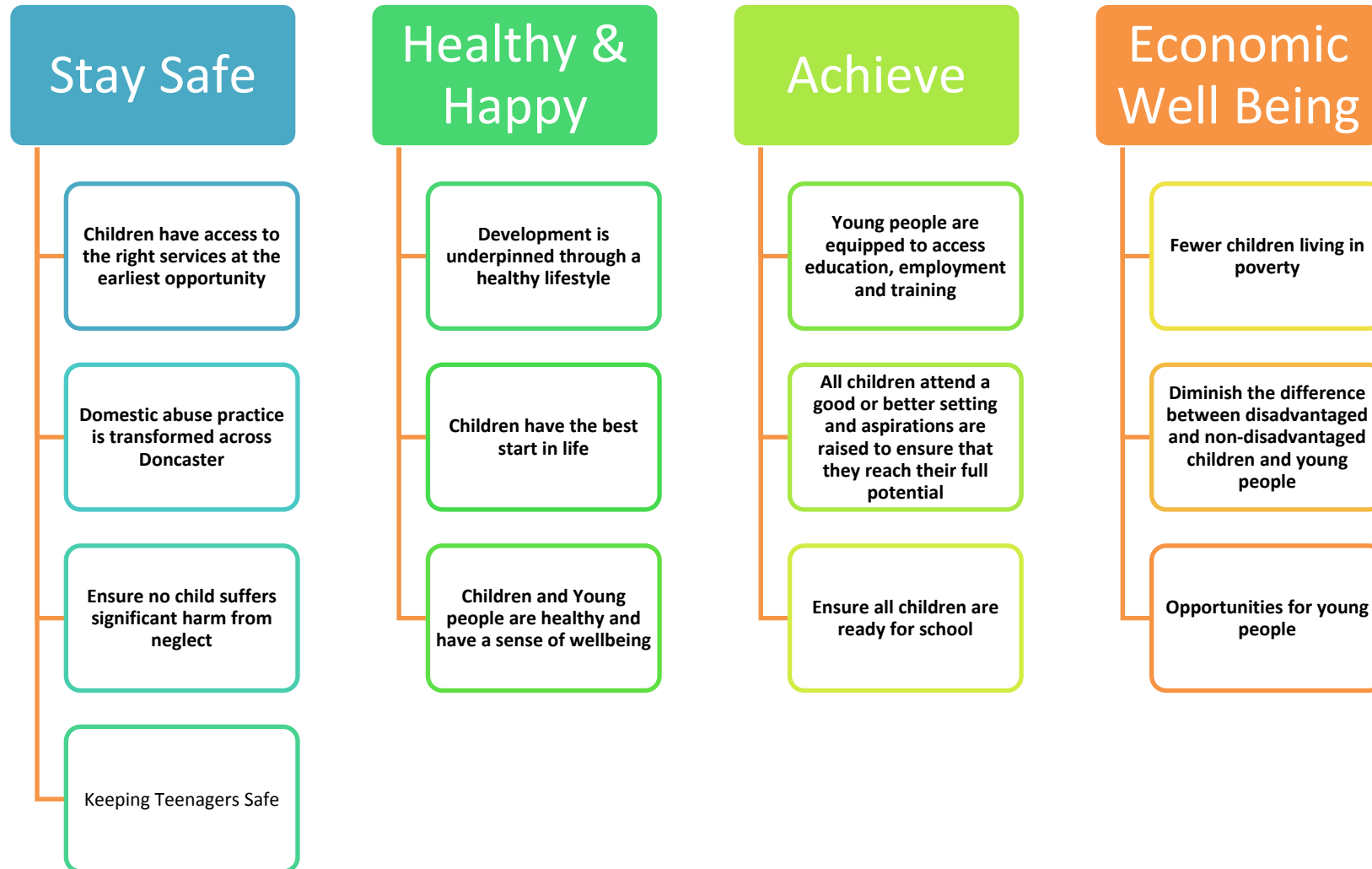
September

- First Meeting of Sub Groups and Performance and Evaluation Group

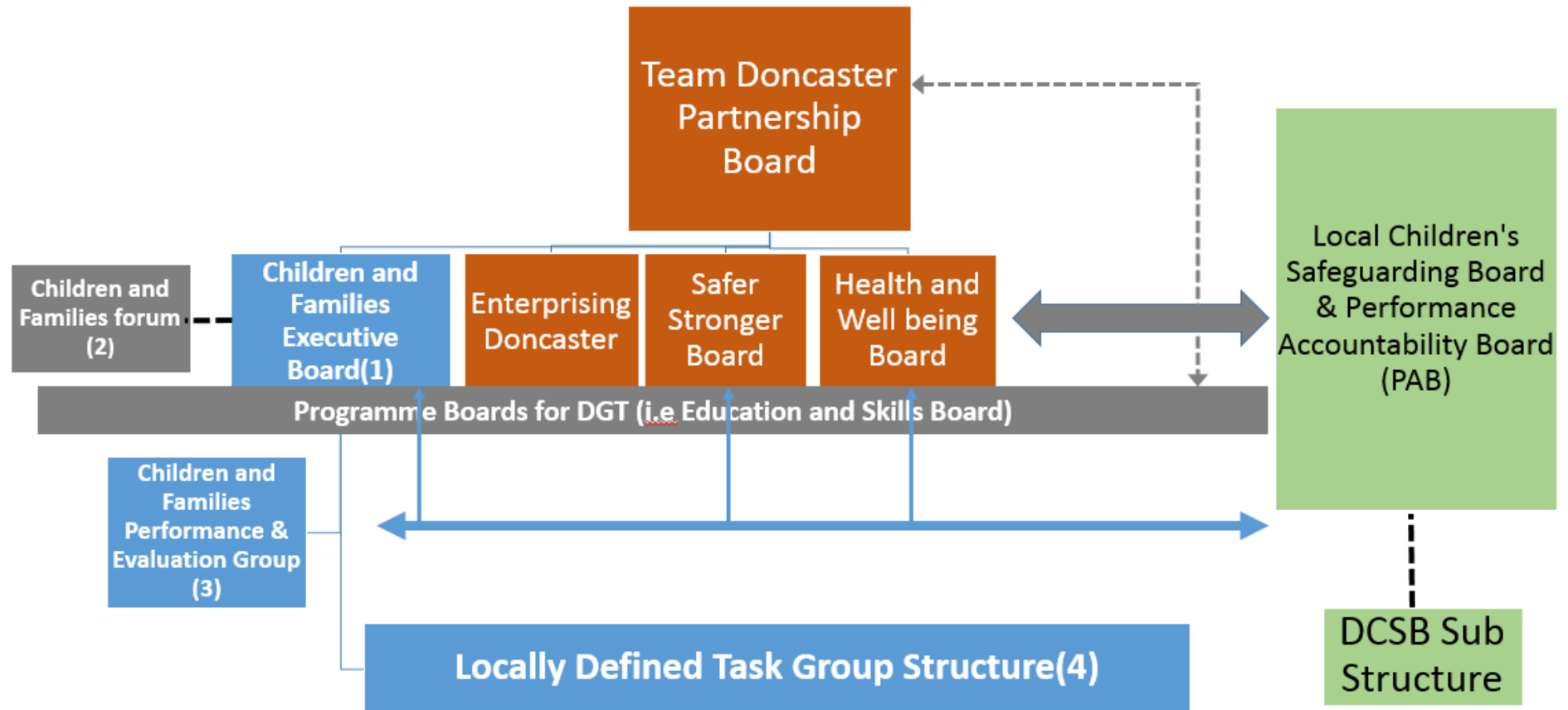
October

- Normal Cycle

Annex 1: Children and Young People's Outcomes Framework



Annex 2: Children and Young People's Governance Structure



Annex 3: Children and Families Executive Board Terms of Reference

Role and Purpose

- To **provide overarching governance and delivery oversight** to the Children and Young People's plan
- Champion the voice of young people

Responsibilities

- Commission and deliver the strategic Children and Young People's Plan and seeks assurances that annual delivery plans are in place across the sub-structure.
- Deliver an annual impact report to demonstrate progress.
- Ensures a clarity in vision and drive for services to families and children
- Holds the Children and Families Performance Group to account to for Delivery of programmes, performance and sub-structure arrangements.
- Commission and sign-off an annual children, young people and family's needs assessment, and associated research as appropriate, to inform priorities In partnership
- Ensure the voice of children and young people is represented in both strategic planning and service delivery across the partnership
- Direct opportunities for alignment of resources
- Makes the necessary links with the national children's commissioner and the office of the Local Commissioner and attendant linkages with both outcomes frameworks
- Is accountable for commissioning of services for children, young people and families.
- Oversee key strategic risks
- Ensures the Commissioning link between CYP Commissioning group and the Joint Commissioning group – engaging with CYP and Families in the process.
- Promote success, stimulate innovation and engage with evidence around what works
- Actively engage with other strategic theme boards, the Team Doncaster Strategic Partnership and Overview and Scrutiny
- Respond to challenges about safeguarding identified by Doncaster Safeguarding Children Board (DSCB) / Performance Accountability Group (PAB)

Membership

- Director of People, DMBC (DCS)
- Chief Executive, Doncaster Children's Services Trust
- Chief of Strategy & Delivery, Doncaster CCG
- Superintendent, SYP Police
- Director of Public Health, DMBC
- Chief Executive, RDaSH,
- Chief Executive, Doncaster and Bassetlaw Hospital Teaching Trust
- Director of Housing St Leger Homes

The quorum of the group will be three members.

Substitutes should be provided from one tier down only.

Meetings

Meetings will take place quarterly

Chairing Responsibilities

- The Chair will be appointed by the Board on an annual basis with recommendation from the Director of Children and Young People's Service and the Cabinet Members with responsibility for Education and Children's Services.

Governance

- The Board will regularly report to the Team Doncaster Strategic Partnership on achievement of priorities, partnership learning and challenges.
- It has an influencing relationship with other theme boards – cross representation between theme boards is required and updates will be shared as relevant, within the wider partnership communication framework.
- The Board will oversee governance relationships with key programme boards that are delivering partnership priorities specifically the Doncaster Growing Together programme.
- The Board will seek assurances with other areas of the Team Doncaster Partnership which are delivering against priorities in the Children and Young Peoples Plan.
- The Board has specific regard to the priorities of DSCB and will respond to safeguarding challenges raised. This will also include, the DSCB annual report and on specific matters of relevance to the Board's priorities. Correspondingly, the Children and Families Board will provide updates to DSCB.

Role of Chair

- To lead the Board to set priorities and the delivery outcomes
- To secure active Involvement from all agencies and that action take place outside of the meeting.
- To represent the Board at the Team Doncaster partnership Board meetings
- To effectively oversee the meetings of the CYP executive Board
- Be a Champion for young people
- Take opportunities to actively engage children young people and families where appropriate
- To ensure a review of the chair take place annually.

Role of Members

- To attend and actively engage in Board meetings
- To drive improvements and delivery outside of the meeting
- Bring individual and subject matter expertise and an updated position on all issues discussed from their respective agency, sector and discipline

- Participate in decision making
- To keep abreast of policy developments in relation to the Board priorities and feed them in proactively
- Take responsibility for a specified area of delivery if required and drive improvements.
- Represent and feed in the views of your representing organisation.
- Communicate any issues or messages back to respective organisations effectively.
- Be champions for young people
- To challenge and support members of the Executive Board.

May 2017

Annex 4: Children and Families Strategic Forum Terms of Reference

Role and Purpose

- **To provide a Strategic Forum** for all agencies to contribute and shape the vision/activity in the Children and young Plan.
- Champion the voice of young people

Responsibilities

- Comment on and shape the strategic Children and Young People's Plan
- Receives and comments upon an annual impact report from the Executive Group.
- Informs the Executive Group on key directions.
- Communication across the wider agencies of key messages.

Membership

- Members of Executive Group
- Members of the Performance and Evaluation Group
- School Representation – Primary and Secondary
- Key Elected Members – Chair of Children's Overview and Scrutiny Panel
- VCF Sector Representation
- Children, Families Representation
- Special schools
- Free Schools
- Alternative Providers
- Doncaster College

Meetings

Meetings will take place biannually in May and November.

Chairing Responsibilities

- The Chair will be the Cabinet portfolio holder responsible for Children and Families.

Governance

- The Forum will have a strong relationship with the executive Board and will receive reports directly from them for consideration.

Role of Chair

- To lead the Forum and to set out a forward plan of forum meetings 12 months in advance.
- To secure active Involvement from all agencies and sectors in the forum.
- To effectively oversee the meetings of the CYP Strategic forum
- Be a Champion for young people
- Take opportunities to actively engage children young people and families where appropriate
- To ensure a review of the chair take place annually.
- To make active links to the Executive Board throughout the year, particularly the Chair of Executive Board.

Role of Members

- To attend and actively engage in Forum meetings
- To read and understand any papers prior to the meeting
- To keep abreast of policy developments in relation children and young people and feed them in proactively
- To represent and feed in the views of your representing organisation.
- Be champions for young people
- To understand the priorities in the Children and Young People's plan.
- Communicate any issues or messages back to respective organisations effectively.

May 2017

Annex 5: Children and Families Performance & Evaluation Group

Terms of Reference

Role and Purpose

- To drive the performance and delivery of the sub group structure
- To seek assurance on delivery in other parts of the partnership (i.e. SSDP)
- Champion the voice of young people

Responsibilities

- Receive delivery plans from each of the sub groups as an assurance process.
- Takes decisions on the sub group delivery structure on an annual basis depending on what is needed – including developing new groups, de-commissioning groups and bringing existing groups that meet into the delivery structure as required – seeking approval from the Executive Board.
- Make sure programmes are delivered and Performance can be explained and clear actions are in place to support improvements
- Approve and maintain a reporting mechanism that allows for assurance of delivery across other part of the partnership.
- Escalate exceptional issues to Executive Group for consideration and action.
- Links with the Performance Accountability Board and Performance and Quality Group.
- Collate reports at the end of each year to demonstrate progress and creates an impact report for the partnership and reports this to the Executive Group.
- Leads on delivery of any analytical or research tasks for the partnership either through direct delivery or through commissioning of activity.
- Commissions further detailed examination of key issues, e.g. through extended pieces of analysis

Membership

Membership will be the Chairs of the Sub Group Structure + a Designated Chair from the Executive Board

The quorum of the group will be three members.

Meetings

Meetings will take place monthly

Chairing Responsibilities

- The Chair will be appointed by the Executive Board on an annual basis

Governance

- The Board will regularly report to the Executive Board on achievement of priorities, partnership learning and challenges.
- It has an influencing relationship with other theme boards – cross representation between theme boards is required and updates will be shared as relevant, within the wider partnership communication framework.
- The group will link with key programme boards that are delivering partnership priorities specifically the Doncaster Growing Together programme.

- The group will seek assurances with other areas of the Team Doncaster Partnership which are delivering against priorities in the Children and Young Peoples Plan.

Role of Chair

- To lead the Performance Group and to create an environment of healthy challenge and support.
- To secure active Involvement from all subgroups in the delivery structure.
- To effectively oversee the meetings of the performance group ensuring meetings are sharp and focused on delivery and exceptions.
- Be a Champion for young people
- Take opportunities to actively engage children young people and families where appropriate
- To ensure a review of the chair take place annually.
- To make active links to the Executive Board throughout the year, particularly the Chair of Executive Board.

Role of Members

- To attend and actively engage in meetings
- To read and understand any papers prior to the meeting
- To ensure reports are developed on time in the appropriate format with the correct information.
- To drive improvements outside of the meeting
- To keep abreast of policy developments in relation children and young people and feed them in proactively
- To represent and feed in the views of your sub-group
- Be champions for young people
- To understand the priorities in the Children and Young People's plan.
- Communicate any issues or messages back to your respective sub-groups effectively.
- To challenge and support other members of the performance group

May 2017

Annex 6: Children and Families - (Add sub group name) Generic Sub Structure Terms of Reference

Role and Purpose

- To deliver the outcomes and priorities set out in the Children and Young Peoples Plan
- To discharge any statutory duties required by the group
- Champion the voice of young people

Responsibilities

- Develop an annual Delivery Plan linked to the children and young people's plan
- Feed into an annual impact report for the Children and Families partnership to demonstrate progress.
- Feed into the Children and Families Performance Group to account to for delivery of programmes, performance and sub-structure arrangements.
- Feed into an annual children, young people and family's needs assessment, and associated research as appropriate, to inform priorities In partnership
- Ensure the voice of children and young people is represented in both strategic planning and service delivery
- Promote success, stimulate innovation and engage with evidence around what works
- Actively engage with other strategic groups across the Team Doncaster Strategic Partnership as required.

- XX

Membership

- XXXXX

The quorum of the group will be xx members.

Meetings

Meetings will take place xx

Chairing Responsibilities

- The Chair will be appointed by xx and reviewed annually.

Governance

- The sub group will regularly report to the performance and evaluation group on achievement of priorities, partnership learning and challenges.
- The sub group will make governance relationships appropriately with key programme boards that are delivering partnership priorities specifically the Doncaster Growing Together programme.

- The sub group will will seek assurances with other areas of the Team Doncaster Partnership which are delivering against priorities in the Children and Young Peoples Plan that link to the delivery plan of the sub group.

Role of Chair

- To lead the sub group and to set priorities and the delivery outcomes in the delivery plan
- To secure active Involvement from all agencies and that action take place outside of the meeting.
- To represent the sub group at the performance and evaluation group meetings
- To effectively manage and oversee the meetings of the sub group
- Be a Champion for young people
- Take opportunities to actively engage children young people and families where appropriate
- To ensure a review of the chair take place **annually**.
- **xx**

Role of Members

- To attend and actively engage in meetings
- To read and understand board papers prior to the meeting
- To drive improvements and delivery outside of the meeting
- Participate in decision making
- To keep abreast of policy developments in relation to the sub group priorities and feed them in proactively
- Take responsibility for a specified area of delivery if required and drive improvements.
- Represent and feed in the views of your representing organisation.
- Communicate any issues or messages back to respective organisations effectively.
- Be champions for young people
- To challenge and support members of the group.
- **xx**

May 2017