



Nottinghamshire Children's Trust

GOVERNANCE and TERMS OF REFERENCE

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REVISION HISTORY

Date of this revision: 10/03/10

Revision Date	Summary of Changes	Version
01/03/10	First Draft	Draft 1
10/03/10	Revisions in response to first comments (addition of comments on currency/revision arrangements, sections on administration/circulation of information, additional comments on membership, minor corrections to grammar/punctuation)	Draft 2

DISTRIBUTION

Name	Organisation	Date
Children's Trust Executive Membership	Children's Trust	March 2010
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Governance Arrangements

These governance arrangements and terms of reference are published on the 1st April 2010 and are current until 31st March 2011. They will be reviewed annually by the Children's Trust Board, or more frequently if the Board considers that unexpected circumstances require this. Supporting information in appendices may be updated at any time by the Children's Trust Unit, to ensure that this information remains up-to-date.

1 Principles

The Children's Trust has agreed that its governance arrangements should:

- be simple, but inclusive,
- be based on a written constitution, consistent with the constitution of the constitution and terms of reference of the Nottinghamshire Partnership, and meeting statutory requirements for Children's Trusts,
- be driven by a clear work programme to implement our agreed vision, shared targets and priorities as set out in the Children and Young People's Plan,
- engage children, young people, parents and carers at all stages and in all aspects of the partnership arrangements, and ensure that these arrangements are also informed by the views of wider communities and citizens of Nottinghamshire,
- help to develop shared understanding of organisational roles, responsibilities, and priorities in context of other organisational priorities,
- ensure effective performance management, monitoring and scrutiny arrangements so that we can measure our success and target areas for further attention,
- support change management at all levels within and across our organisations to achieve improved outcomes.

2 Partners to the agreement

Partners to this agreement are:

- Nottinghamshire County Council, as the 'Children's Services Authority' , which has statutory responsibility to set up and maintain the Children's Trust partnership
- Ashfield District Council
- Bassetlaw District Council
- Broxtowe District Council
- Gedling District Council
- Mansfield District Council
- Newark & Sherwood District Council
- Rushcliffe District Council
- Bassetlaw PCT

- NHS Nottinghamshire County
- Nottinghamshire Police
- Nottinghamshire Probation Service
- Nottinghamshire Youth Offending Service
- Schools, including maintained schools, academies, special schools (maintained and non-maintained), Nottinghamshire Learning Centre
- Further education colleges and 6th Form Colleges
- Jobcentre Plus
- Nottinghamshire Fire and Rescue Authority
- Networking Action with Voluntary Organisations (NAVO).

These partners are members of the Children's Trust Board, by statute or by invitation. The Children's Trust Board will agree these governance arrangements, and any subsequent amendments to them.

3 Nottinghamshire Children's Trust Model

Nottinghamshire Children's Trust is the sum total of co-operation and partnership arrangements between those organisations with a role in improving outcomes for children and young people, underpinned by Section 10 of the Children Act 2004 (as amended by the Apprenticeships Skills Children and Learning Act 2009). This legislation, together with associated statutory guidance, defines what the Children's Trust must do. It identifies those organisations that must be partner members, and recommends other organisations that should be members.

The Children's Trust co-operates at every level from governance through integrated strategy and processes to integrated front-line delivery. It is a thematic partnership of the Nottinghamshire Partnership, taking responsibility for the *Children and young people achieving their full potential* theme of its Local Area Agreement.

A wide range of partner organisations are included in the Children's Trust co-operation arrangements. Some are represented on the Children's Trust Board, but a wider group of partners are part of joint working to improve outcomes for children and young people.

The governance model consists of:

- The **Children's Trust Board**, which includes representatives of the wide partnership of organisations delivering improved outcomes for children, and which sets the strategic direction for service development to improve outcomes. The Board is a statutory body and is responsible for producing, publishing, reviewing and revising the Trust's Children and Young People's Plan (CYPP). This sets out the agreed joint strategy of the partners on how they will co-operate to improve children's well-being. Partners in the Children's Trust are individually responsible for implementing the CYPP in the course of delivering their normal functions.

- The **Children's Trust Executive**, reporting to the board, with responsibility for implementing the strategy set out by the board and driving the implementation of the strategic direction agreed by the board and set out in the CYPP, including developing joint commissioning intentions and the performance management of the CYPP.
- **Thematic Groups** that take responsibility for the partnership development of a themed area of work (e.g. health or education). These groups advise the Board on strategy development and report to the Executive on progress in implementing strategy through the CYPP. They may take on aspects of joint commissioning work on behalf of the Board or its Executive. They may establish links and working relationships with other thematic partnerships within the Nottinghamshire Partnership responsible for related all-age developments.
- **Working Groups** that undertake tasks or functions agreed by the Executive, relating to cross-cutting areas of partnership working, and that are wholly accountable to the Executive.
- **District/Borough Local Strategic Partnership (LSP) Children and Young People's Theme Groups**, responsible for integrating services at a local level. They report to both their LSP and the Children's Trust Board through its Executive. If the Children's Trust Board or its Executive delegates responsibility for the local development of strategy through the CYPP, then these groups become accountable for this development to the Children's Trust Executive.
- **Nottinghamshire Safeguarding Children Board (NSCB)** is the Local Safeguarding Children Board for the County, responsible for delivering robust safeguarding arrangements across the County.

The core objectives of the NSCB, set out in section 14 (1) of the Children Act 2004, are to:

- co-ordinate what is done by partners for the purposes of safeguarding and promoting the welfare of children in the area,
- ensure the effectiveness of what is done by partners for that purpose.

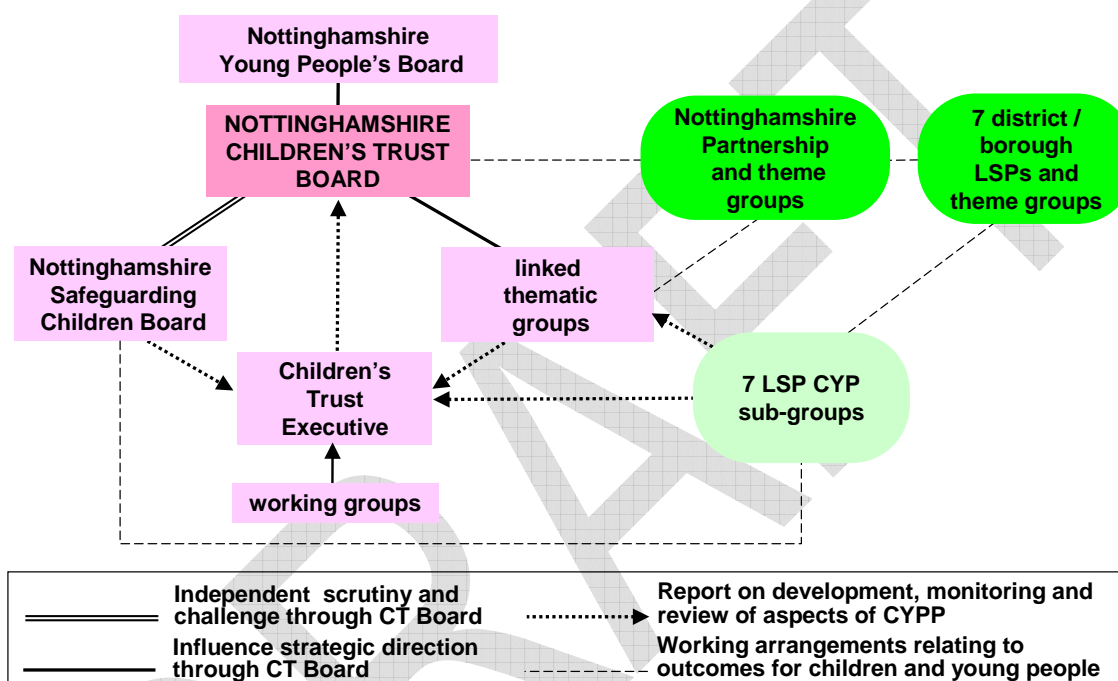
Details of the role and function of the LSCB are set out in Working Together (2006). It is recognised in this that the Board operates within the framework set out by the Children's Trust Board.

The Children's Trust Board and the NSCB operate independently, so that each may challenge the activities of the other, but with ongoing communication to avoid duplication or gaps in policies or services.

The Children's Trust is committed to **children and young people's participation** at all levels and in all aspects of the work of the Children's Trust. Nottinghamshire's Children's Trust is linked to **Nottinghamshire's Young People's Board**, building on the work of the County and District Youth Assemblies and involvement of children in schools councils. The Trust is also committed to the engagement of children and young people in decision-making through its thematic and sub-groups, in the development of joint strategy through the CYPP, and in the evaluation of the effectiveness of joint service delivery.

The Children's Trust promotes **parent/carer participation**, through the **Parent's Network** building on the good practice developed with our Sure Start Children's Centre Programme and Children's Fund, enabling parents and carers to contribute to the development of joint strategy through the CYPP, and to the evaluation of the effectiveness of joint service delivery.

The diagram shows the network of relationships between groups in the Children's Trust, and their relationship to the Nottinghamshire Partnership and District/Borough Local Strategic Partnerships



Terms of Reference for the Children's Trust Board

4.1 Roles and Responsibilities

The Children's Trust Board has overall responsibility for setting the strategic direction for the development of services to children and young people across Nottinghamshire, in order to improve outcomes in line with the Children's Trust agreed vision. It is the statutory body which provides interagency governance of the CT co-operation arrangements as a whole, through the Children and Young People's Plan (CYPP) process.

The Board is specifically responsible for:

- preparing and publishing a CYPP setting out the strategy of the partners represented on the Board for co-operating with each other to improve the well-being of children and relevant young persons, ensuring that the plan is supported by an agreed financial and workforce strategy,

- monitoring the extent to which the partners are acting in accordance the CYPP,
- preparing and publishing an annual report about the extent to which, during the year in which the report relates, partners have acted in accordance with the plan,
- agreeing the children and young people's block of the Local Area Agreement (LAA) and monitoring and evaluating its implementation,
- overseeing the pooling and alignment of resources where this will improve outcomes, and agreeing any financial management arrangements,
- ensuring that there are appropriate and effective integrated planning and commissioning systems in place,
- ensuring that there are effective safeguarding arrangements in place, including having a strategic overview of the work of the Nottinghamshire Safeguarding Children Board (NSCB),
- scrutinising the work of the Executive and partner organisations in improving outcomes for children and young people,
- ensuring appropriate resources are made available to support governance and strategic planning arrangements,
- lobbying government when things are not joined up or are in conflict, through GOEM and/or local Politicians.

4.2 Membership

Partners required by statute to be members of the Board are:

- Nottinghamshire County Council, as the 'Children's Services Authority' , which has statutory responsibility to set up and maintain the Children's Trust partnership
- Ashfield District Council
- Bassetlaw District Council
- Broxtowe District Council
- Gedling District Council
- Mansfield District Council
- Newark and Sherwood District Council
- Rushcliffe District Council
- Bassetlaw PCT
- NHS Nottinghamshire County
- Nottinghamshire Police
- Nottinghamshire Probation Service
- Nottinghamshire Youth Offending Service (represented by Nottinghamshire County Council's Corporate Director for Children and Young People's Services)
- Schools (three representatives, representing each of Primary, Secondary and Special Schools, nominated by Nottinghamshire Education Trust Board)
- FE College representative (nominated by Nottinghamshire 14-19 Partnership)

- Jobcentre Plus
- Strategic Health Authority

Additional partners invited to be members of the Board, by consensus of the statutory partners, are:

- Voluntary and community sector representative
- Nottinghamshire Fire and Rescue
- General Practitioners representative
- Children's Centres and private early learning and childcare representatives
- GOEM.

The Independent Chair of Nottinghamshire Safeguarding Children Board attends the Children's Trust Board as a participant observer.

In addition, a representative of Nottingham and Nottinghamshire Equalities and Human Rights Commission is invited to attend the Children's Trust Board as a critical friend.

Members of the Board are at Chief Executive/Director level or equivalent within their organisations.

4.3 Chair

The Chair of is determined by the Children's Trust Board and is currently Nottinghamshire County Council's Cabinet Member for Children and Young People's Services.

4.4 Board Member Responsibilities

Each board member is responsible for:

- taking collective responsibility for the development of children's services across the County, developing partnership working and building mutual trust, respect and openness,
- representing the views of their organisation, or representing as far as possible the views of their partnership or sector, contributing from their experience,
- making decisions on behalf of their organisation, within agreed delegated powers or seeking prompt ratification of Board decisions,
- ensuring effective two way communication between the partnership and staff in partner organisations at all levels, or within the sector or group represented by the member,
- leading strategic change within their organisations to achieve agreed objectives or supporting change within their sector,
- ensuring decisions are made on the basis of clear evidence that proposed changes will result in improved outcomes for local children and young people.

4.5 Decision making

To comply with statutory guidance, the Children's Trust Board has no quorum, so it is essential that if a member of the Board cannot attend, a deputy or alternative representative who has decision-making powers attends in their absence. Alternative representation or deputies should be agreed with the Chair.

Decision making will normally be by consensus. However, if the Chair considers that consensus is unachievable, a decision may be made by vote and will be binding if:

- it has been agreed by 60% of those agencies present,
- the proposed actions fall within the statutory and regulatory framework governing the operation of partner agencies,
- it is within the delegated decision making powers of the board,
- any decision relating to increased expenditure for individual partners is only taken with their consent.

4.6 Meetings

The group will meet a minimum of four times yearly. A programme of dates for meetings will be drawn up annually, so far as possible.

Meetings of the Board will not be open to the public or the press.

4.7 Administration of Meetings and Circulation of Information

Notice of meetings will be published on the Nottinghamshire County Council web-site (Children's Trust pages) and circulated electronically to all Board and Executive members.

Agendas for Board meetings will be determined by the Chair of the Board, advised by the Chair of the Executive. Agendas for Board meetings will include regular standing items to receive business items from the Children's Trust Executive and from the Nottinghamshire Safeguarding Children Board (NSCB). The Children's Trust Unit will draft agendas, co-ordinate meetings and provide administrative support. Any member may propose an agenda item to the Chair via the Children's Trust Unit.

Agendas and papers will normally be sent electronically to Board members five clear working days in advance of each meeting, although failure to meet this requirement will not invalidate the meeting.

Draft minutes will be circulated to Board members within fifteen working days of meetings and published on the Nottinghamshire County Council web-site (Children's Trust pages). They will be approved by the Board at its next meeting, and circulated with papers for this meeting.

Copies of agendas, minutes and reports will be published on the Nottinghamshire County Council web-site (Children's Trust pages) and circulated electronically to all Board members, except for any item declared non-public by the Chair. The Children's Trust will comply with all relevant public information legislation.

All agendas, minutes and papers will be sent by e-mail, unless requested otherwise.

4.8 Linked Thematic Groups

Linked Thematic Groups take responsibility for the partnership development of an area of work. These groups advise the Board on strategy development and provide joint oversight, integration and planning of a key area of work for the Board. They may establish links (formal or informal) or working relationships with other thematic partnerships within the wider Nottinghamshire Partnership. Linked thematic groups may set up sub-groups with oversight of specific aspects of work, or may incorporate existing sub-groups.

Thematic Groups advise the Children's Trust Board, to influence the broad strategic direction across the County. They may take responsibility for the development, monitoring and review of an aspect of the CYPP, or for developing joint commissioning arrangements, and if they do so, then they become accountable through the Children's Executive for this work.

Thematic groups are:

- Inclusion Board (for disabled children),
- Early Years and Childcare Development Partnership,
- Integrated Youth Support Board,
- Children and Young People's Health Improvement Partnership,
- Education Trust Board,
- 14-19 Partnership.

5 Terms of Reference for the Children's Trust Executive

5.1 Roles and Responsibilities

The Executive has responsibility for implementing the strategic direction for the joint development of services to children and young people agreed by the Board, as set out in the CYPP. Specific responsibilities include:

- formulating and implementing decisions for the Board,
- driving forward the development and implementation of the CYPP and the children and young people's block of the LAA,
- planning the development of services to implement the CYPP, to include any of joint commissioning, aligned services or pooled budget arrangements
- where appropriate, reconfiguring existing services, procuring new services or de-commissioning services, in line with agreed protocols to govern integrated commissioning of services,
- overseeing performance management and the achievement of joint targets relating to outcomes for children and young people as defined in the CYPP and the children and young people's block of the LAA, challenging other partnership groups/organisations where needed, and reporting on progress to the Children's Trust Board
- managing resources, particularly of pooled or aligned resources,
- overseeing change management and risk analysis for the Children's Trust

- overseeing change management and risk analysis for the Children's Trust
- overseeing the work of short life task groups, agreeing the expected outcomes and performance managing their activity.

5.2 Membership

Members of the Executive Group are:

- Nottinghamshire County Council Corporate Director for Children & Young People's Services,
- three service directors from Nottinghamshire County Council Children and Young People's Services,
- one representative (commissioning) of Bassetlaw Primary Care Trust,
- one representative (commissioning) of NHS Nottinghamshire County,
- one representative of children's public health for Bassetlaw Primary Care Trust and NHS Nottinghamshire County,
- Nottinghamshire Police representative,
- Networking Action with Voluntary Organisations (NAVO) representative,
- Nottinghamshire Futures representative,
- District/Borough Council representative or representatives,
- District/Borough Local Strategic Partnerships Children and Young People's (LSP CYP) Theme Groups representative (nominated by LSP CYP Theme Groups Chairs Group)

Associate Members of the Executive are:

- Bassetlaw Community Health,
- Nottinghamshire Community Health,
- Nottinghamshire Healthcare Trust.

Members of the Executive are at Assistant Director/Service Director level or equivalent within their organisations.

Associate members are providers of healthcare, and will not usually attend Executive meetings, as these meetings oversee planning and commissioning. Associate members will be invited to attend the Executive when an item requiring healthcare provider input is considered. They may, via commissioners, raise items for the Executive to consider in order that healthcare matters are given appropriate profile and weight across the Trust

Representatives of Nottinghamshire Equalities and Human Rights Commission and of Government Office East Midlands are invited to attend the Children's Trust Executive as critical friends.

The Executive may choose to co-opt other members to full or associate membership on a temporary or indefinite basis. Co-opted members may be recommended by any Children's Trust Board or Executive member. The decision to co-opt a member will be made in accordance with the decision-making process described in 5.5.

5.3 Chair

The Chair of the Children's Trust Executive is nominated by the Children's Trust Board, and is Nottinghamshire's County Council's Corporate Director for Children & Young People's Services. The Vice-Chair is agreed by the Executive in accordance with the decision-making process described in 5.5.

5.4 Executive Member Responsibilities

Each member of the Executive Group is responsible for:

- Taking collective responsibility for the development of children's services across the County, developing mutual trust, respect and openness,
- Making decisions on behalf of their organisation, within agreed delegated powers or seeking prompt ratification of the leadership group decisions,
- Ensuring decisions are made on the basis of clear evidence that proposed changes will result in improved outcomes for local children and young people,
- Ensuring decisions are implemented across the partnership and within their own organisation.

5.5 Decision making

Meetings of the executive will be quorate when the County Council, the Primary Care Trusts and at least one other partner is present.

Decision making will normally be by consensus. However, if the Chair considers that consensus is unachievable, a decision may be made by vote and will be binding if:

- it has been agreed by 60% of those agencies present at a quorate meeting,
- the proposed actions fall within the statutory and regulatory framework governing the operation of partner agencies,
- it lies within the delegated decision making power given to the Executive by the Board,
- any decision relating to increased expenditure for the individual partners is only taken with their consent.

5.5 Meetings

The group will meet approximately 6-weekly. An annual schedule of meetings will be defined and published, to ensure that meetings align with planning and performance management cycles.

Meetings of the Executive will not be open to the public or the press.

5.6 Administration of Meetings and Circulation of Information

Notice of meetings will be published on the Nottinghamshire County Council web-site (Children's Trust pages) and circulated electronically to all Board and Executive members.

Agendas for Executive meetings will be determined by the Chair of the Executive, or a nominated officer acting on his/her behalf. The Children's Trust Unit will draft agendas, co-ordinate meetings and provide administrative support. Any member of the Executive may propose an agenda item to the Executive via the Children's Trust Unit.

Agendas and reports will normally be sent to members five clear working days in advance of each meeting, although failure to meet this requirement will not invalidate the meeting.

Draft minutes will be circulated to Executive members within fifteen working days of meetings. They will be approved by the Executive at its next meeting, and circulated with papers for this meeting.

All agendas, minutes and papers will be sent by e-mail, unless requested otherwise.

Agendas, minutes and papers of the Executive will not routinely be made available to the public or press. Each Children's Trust Board meeting includes a briefing on the recent work of the Executive. These briefings will be made available to the public and press on the Nottinghamshire County Council (Children's Trust pages), together with all other papers for Children's Trust Board meetings. The Children's Trust will comply with all relevant public information legislation.

5.7 Working Groups for the Executive

Working Groups undertake tasks or functions agreed by the Executive, relating to cross-cutting areas of partnership working. The Executive will set up groups as needed, and will review their terms of reference at least annually, removing any groups that are no longer needed.

These groups are wholly accountable to the Executive for their work, and their Chairs will be nominated or agreed by the Executive. These working groups will not set up further sub-groups without the agreement of the Executive (except for time-limited specific task-finish groups).

6 Terms of Reference for Linked Thematic Groups and Executive Working Groups

Each group will develop its own terms of reference, to be approved by the Children's Trust Board (for linked thematic groups) or the Children's Trust Executive (for executive working groups).

All terms of reference must include:

1. Children's Trust vision
2. Role, responsibilities and relationships within the Children's Trust including commissioning role (where appropriate) and performance management responsibilities
3. Accountability and reporting arrangements within the Children's Trust
4. Role, responsibilities and relationships with partnerships outside of Nottinghamshire Children's Trust
5. Statements outlining the group's responsibilities regarding:
 - The active involvement of children, young people, parents/carers
 - Communication and stakeholder involvement
 - Equality and diversity
6. Statements outlining the group's responsibilities in relation to required key elements of the CYPP:
 - Arrangements to co-operate to safeguard and promote the welfare of children
 - Arrangements for co-operating on early intervention and preventative action
 - Arrangements to co-ordinate work with services for adults at a strategic level (e.g. 'Think Family' approach)
 - Arrangements to reduce child poverty
 - Arrangements to co-operate to improve behaviour and attendance at school
 - Local workforce strategy

7 Local Strategic Partnership (LSP) Children and Young People's Groups

The Children and Young People's Groups within each of the seven District/Borough are sub-groups of LSPs, but also report into the Children's Trust through its Executive.

7.1 LSP Children and Young People's Groups Aims

The groups aim to:

- maintain an overview of the needs of children and young people in the district or borough,
- develop CYPP local plans (plus children and young people elements of LAA and district strategies and plans),
- improve outcomes for children and young people by responding to local needs.

7.2 LSP Children and Young People's Groups Responsibilities

Each group is responsible for:

- local co-ordination of services to ensure improved integration at the point of delivery,
- local planning and commissioning of services to meet the identified needs of the local area taking account of the county wide CYPP and the locally agreed community strategy,
- ensuring that agencies are working together locally to safeguard children and young people,
- raising with the Children's Trust or its executive issues that require a County wide strategic response,
- co-ordinating the work of local specialist groups, for example:
 - Children's Centre programme boards,
 - District drugs reference group,
 - Local teenage sexual health group.

7.3 Reporting and Accountability

The LSP Children and Young People's Theme Groups report to:

- the host LSP, to ensure that issues affecting children are considered across the whole LSP agenda ,
- the Executive group, for operational issues which affect the whole County,
- Linked Thematic Groups within the Children's Trust, for local developments related to these areas of work.

If the Children's Trust Board or its Executive delegates responsibility for the local development of strategy through the CYPP, then these groups become accountable

for this development, including its performance management, to the Children's Trust Executive.

Local groups may advise the Children's Trust Board, to influence the broad strategic direction across the County, and are consulted in the development of the CYPP. If an individual group wishes to raise an issue related to the strategic direction of the Children's Trust, it will do so by submitting a request to the Executive.

Each group will produce an annual report and annual work programme for agreement by the Board and its Executive.

One LSP Children and Young People's Group Chair attends the Executive, to ensure that the perspective of the local groups is included in decision-making. This representative is nominated by the LSP Children and Young People's Chairs Group.

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8 Relationship between Nottinghamshire Children's Trust Board and Nottinghamshire Safeguarding Children Board

8.1 Basis of the Relationship

The function of both Boards includes responsibility and accountability for keeping children and young people safe. Whilst their roles in this regard are complementary, they are also distinct.

The Children's Trust Board is responsible for the improvement of outcomes across all aspects of children and young people's lives, whilst the work of the NSCB contributes to this wider goal by providing a safeguarding focus.

The Children's Trust Board is responsible for the overarching strategic framework for the delivery of improved outcomes for children and young people. Within this framework, the NSCB plays a specific role to ensure the Children's Trust pays due regard to promoting and safeguarding the welfare of children.

It follows that a major aspect of the NSCB's role is to challenge and scrutinise individual agencies of the Children's Trust, as well as the partnership as a whole, to ensure they are meeting this requirement effectively and in a co-ordinated way. The Children's Trust Board will, in turn, scrutinise the work and effectiveness of the NSCB.

Therefore, although the NSCB must operate within the framework of the Children's Trust, it must also maintain a separate identity and independent voice to ensure this relationship of mutual challenge can be implemented effectively.

8.2 Implementation of the Relationship

A protocol describing in detail the relationship between the two Boards and how they will work together has been produced and is provided as an appendix to these Terms of Reference. The following summarises the agreement of how this relationship will be implemented, ensuring that both Boards meet their legislative and statutory requirements regarding the safeguarding of children. This protocol will be reviewed at least every 12 months following publication.

The Chair of Nottinghamshire Children's Trust Board will sit as a participant observer on the NSCB and, in a reciprocal arrangement, the NSCB chair will sit as a participant observer on the Children's Trust Board.

The NSCB will be involved in the development of the CYPP from its inception. It will take responsibility for the development and monitoring of the "Stay Safe" elements of the Plan and will also scrutinise all elements of the Plan during its development and before its publication. This will include reporting through the Executive on the development, monitoring and review of the "Stay Safe" element of the plan.

At each 6-month and annual review of the CYPP, both Boards will receive a formal report of progress against targets.

Relevant issues arising from each NSCB meeting will be considered within the agenda-setting process for the subsequent Children's Trust Board meeting, and vice versa.

Quarterly meetings will be held between respective business unit managers to ensure ongoing communication between, and connectivity of, relevant areas of business progressing through Boards. Minutes of Board meetings will be shared to assist this process.

Organisations represented on both Boards will ensure connectivity between their representatives (where different) to facilitate consistent responses within meetings and effective communication with their organisations between meetings.

The Children's Trust Board will examine the NSCB annual report, identify key issues for their attention and agree necessary action which may include responding through the CYPP

Following every 6-month review of the CYPP, the NSCB will consider performance information and raise any concerns with the Children's Trust Board regarding achievements against safeguarding outcomes.

Both Boards will develop and monitor an agreed suite of performance information, including national and local, and quantitative and qualitative indicators.

9 Children's Trust Support Arrangements

The Children's Trust Unit supports the work of the Children's Trust, ensuring that business processes and information flow for the Trust are managed effectively, and providing support to the Board and its executive groups in developing and implementing policies, strategies and actions. This enables the Trust to operate a cohesive approach to strategic planning which focuses on outcomes for children and young people, and is driven by effective performance management and needs analysis.

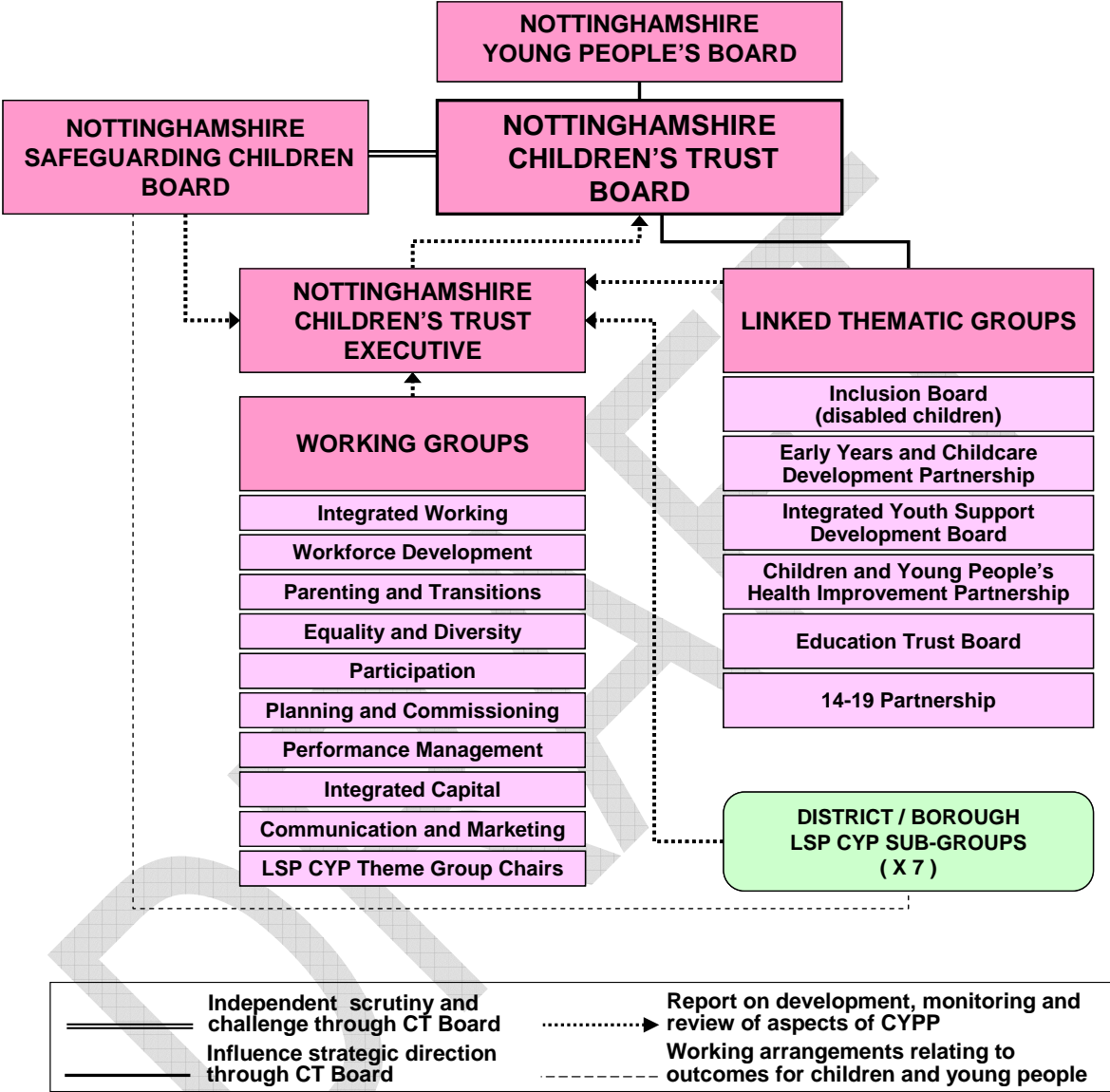
Officers within the unit will:

- Provide business and administrative support and policy advice to the Children's Trust Board and its Executive, the Lead Member for Children's Services and the Corporate Director for Children and Young People's Services. They will support them in carrying out their statutory functions as defined in legislation, policy and guidance related to Children's Trusts and in their duty to co-operate to improve the well-being of children and young people,
- Provide good quality strategic intelligence information to the Board and its Executive, including information on performance and local needs analysis, to enable them to make informed, evidence-based decisions,
- Provide co-ordination of the development of strategic planning for the Children's Trust, including managing the process for producing, maintaining and developing the CYPP, and its alignment with the LAA and the strategic planning and commissioning arrangements for the Children's Trust and its partner organisations,
- Develop and maintain effective governance arrangements and working protocols between the Board, its Executive and sub-groups, and other groups which have responsibility for aspects of work related to children, young people and families, including the NSCB and groups within the Nottinghamshire Partnership or District/Borough LSPs.

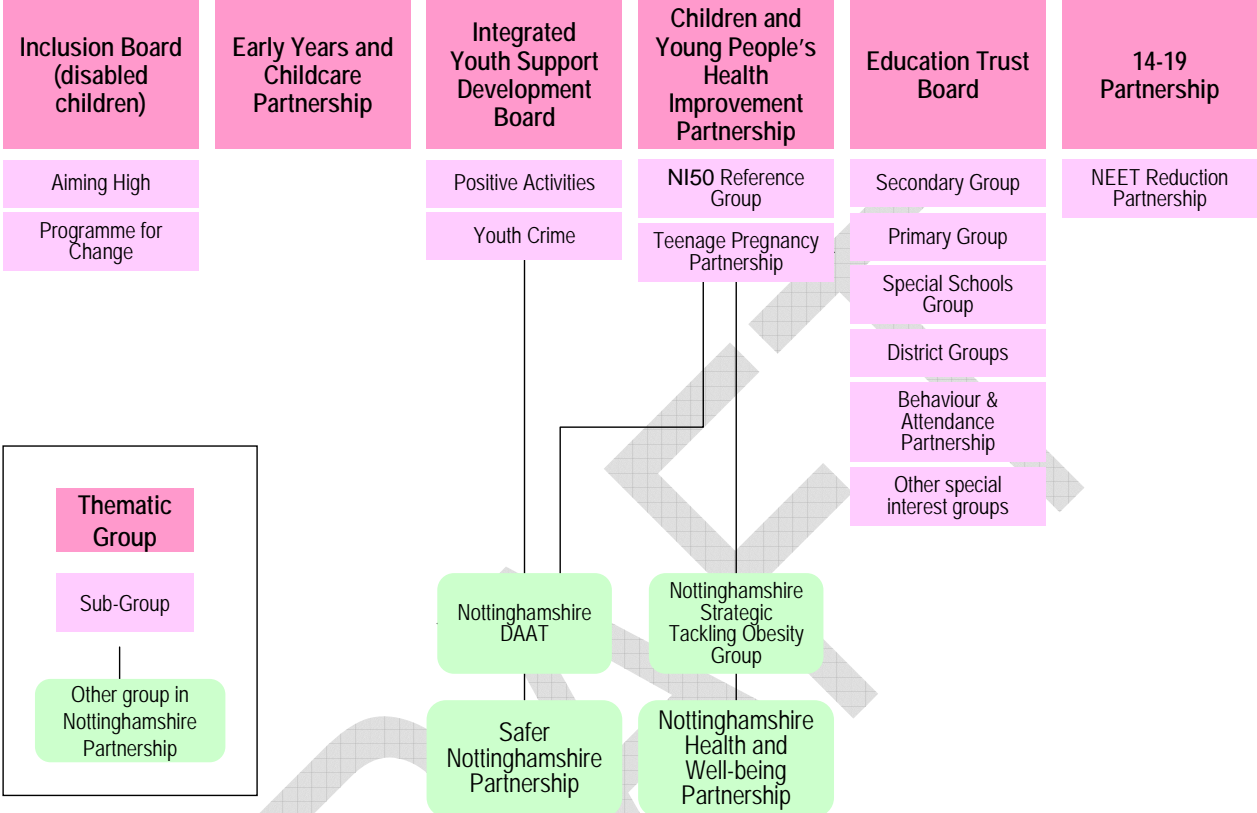
In order to provide this support, officers from the Children's Trust Unit will attend all Children's Trust Board and Executive meetings. They may attend some sub-groups, on a regular or occasional basis, to take forward action on behalf of the Children's Trust Board or its Executive.

Appendix 1:

Children’s Trust Groups, including all Linked Thematic Groups and Executive Working Groups (April 2010)



Appendix 2: Linked Thematic Groups and Key Sub-Groups



The groups listed are the main sub-groups of thematic partnerships, with responsibility for delivering current priorities within the Children and Young People's Plan 2009-11. Thematic groups may undertake further rationalisation of sub-groups, and may re-organise sub-groups in response to any new priorities.

Appendix 3: Membership of Children’s Trust Board April 2010

Partner	Position	Representative	Remit
Ashfield District Council	Chief Executive Officer	Philip Marshall	Housing sector, adult services (tbc), environmental services, leisure and community services, links to Nottinghamshire Partnership, its theme partnerships and district LSPs.
Bassetlaw District Council	Chief Executive Officer	David Hunter	
Broxtowe District Council	Chief Executive Officer	Ruth Hyde	
Gedling District Council	Chief Executive Officer	Peter Murdoch	
Mansfield District Council	Managing Director	Ruth Marlow	
Newark and Sherwood District Council	Chief Executive Officer	Andrew Muter	
Rushcliffe District Council	Chief Executive Officer	Allen Graham	
Nottinghamshire County Council	Cabinet member for Children and Young People’s Services Corporate Director for Children and Young People’s Services	Councillor Philip Owen Anthony May	Children and young people’s services representation, links to other corporate services: adult social care and health, community services, environmental and transport services, links to Nottinghamshire Partnership and its theme partnerships.
Bassetlaw PCT	Director of Public Health	Chris Kenny	Public health and links to providers
NHS Nottinghamshire County	Director of Public Health	Chris Kenny	Public health and links to providers
Nottinghamshire Police	To be confirmed	To be confirmed	Ensure the Board is fully aware of its role in preventing youth crime and re-offending and ensure it is embedded within CYPP.
Nottinghamshire Probation Service	To be confirmed	To be confirmed	Ensure the Board is fully aware of its role in preventing youth crime and re-offending and ensure it is embedded within CYPP. Transitions, links to and impact of parent offending on children.
Nottinghamshire Youth Offending Service*	Chair	Anthony May	Ensure the Board is fully aware of its role in preventing youth crime and re-offending and ensure it is embedded within CYPP. Advise Board on services needed by young people at risk of offending and re-offending. Link between the Trust and the delivery of priorities of Safer Nottinghamshire Partnership. Ensure sentencers are both able to contribute to the work of the Trust and gain a clearer picture of existing services for young people.

Partner	Position	Representative	Remit
Schools	Nominated head teacher from primary phase	To be confirmed by Education Trust Board	To include representation of Nottinghamshire Learning Centre, Academies and all maintained schools (and 6 th forms either directly or through representatives undertaking to keep informed about 6 th form issues)
	Nominated head teacher from secondary phase		
	Nominated head teacher from special schools		
FE Colleges and 6 th Forms	Nominated Principal	Gill Saville, Principal, North Nottinghamshire College	To represent all FE Colleges, 6 th Forms and work-based learning sector
Jobcentre Plus	Nottinghamshire District Lead	To be confirmed	Links to economic development and impacts on child poverty, impact of parents' issues on children.
NAVO	Chief Executive Officer	Fiona Simpson (tbc)	To represent interests of voluntary and community sector
Children's Centres and private early learning and childcare	Nominated representative(s) from Nottinghamshire Early Years and Childcare Partnership	To be confirmed	To represent interests of Children's Centres and other early learning and childcare
General Practitioners	Representative GP	To be confirmed	To provide professional expertise and advice on how to include wider community of GPs.
Nottinghamshire Fire and Rescue	To be confirmed	To be confirmed	
Nottinghamshire Safeguarding Children Board	Chair	Chris Few	Scrutiny and challenge of Board regarding safeguarding. Link to NSCB.
Nottingham and Nottinghamshire Equalities and Human Rights Commission	Chief Executive Officer	Afzal Sadiq	Critical friend on issues relating to equalities and human rights
GOEM	CSA	Haf Merrifield	

Note:

The list of member organisations has been agreed by the Children's Trust Board. Representatives for each organisation will be confirmed as soon as possible (and before publication of final governance document).

Appendix 4: Membership of Children’s Trust Executive April 2010

CHILDREN’S TRUST EXECUTIVE MEMBERS	
Organisation	Representative
Bassetlaw Primary Care Trust (Commissioning)	Head of Partnership Commissioning
District/borough LSP Children and Young People’s Theme Groups	Chair of LSP CYP Chairs Group
District Councils	Assistant Directors x2/3 to be confirmed
Government Office East Midlands	Children and Learner Strategic Adviser
NHS Nottinghamshire County (Commissioning)	Consultant in Public Health (for children)
NHS Nottinghamshire County and Bassetlaw PCT (public health)	Consultant in Public Health (for children)
Networking Action with Voluntary Organisations (NAVO)	Strategic Manager for the CYPF Forum
Nottinghamshire County Council	Director of Children’s Services (Chair)
Nottinghamshire County Council (CYPS)	Service Director for Strategic Services
Nottinghamshire County Council (CYPS)	Service Director for Social Care and Health
Nottinghamshire County Council (CYPS)	Service Director for Engagement and Enrichment
Nottinghamshire Equalities and Human Rights Commission	Education and Youth Officer
Nottinghamshire Futures	Chief Executive Officer
Nottinghamshire Police	To be confirmed
CHILDREN’S TRUST EXECUTIVE ASSOCIATE MEMBERS	
Organisation	Representative
Bassetlaw Community Health*	To be confirmed
Nottinghamshire Community Health*	Chief Operating Officer
Nottinghamshire Healthcare Trust*	To be confirmed

* Associate members

Appendix 5: **PROTOCOL BETWEEN NOTTINGHAMSHIRE CHILDREN’S TRUST BOARD AND NOTTINGHAMSHIRE SAFEGUARDING CHILDREN BOARD**

February 2010

1. **Introduction**

- 1.1 This protocol sets out the relationship (including governance and scrutiny arrangements) between Nottinghamshire Children’s Trust Board and Nottinghamshire Safeguarding Children Board (NSCB). It will be reviewed every 12 months following publication.

2. **Legislative Background**

- 2.1 Working Together (2006) described the requirement for Local Safeguarding Children Boards and Children’s Trust Boards to develop and implement an ongoing and direct relationship in order to safeguard and promote the welfare of children. This requirement has been further reinforced by subsequent legislation and guidance including the Apprenticeship, Learning, Children and Skills Act (2009), “Children’s Trusts: Statutory Guidance on inter-agency cooperation to improve the well-being of children, young people and their families” (DCSF, 2008), “The Roles and Responsibilities of the Lead Member for Children’s Services and the Director of Children’s Services” (DCSF, 2009), “The protection of children in England: A Progress Report, Laming” (March 2009) and The protection of children in England: action plan the Government’s response to Lord Laming (May, 2009).

3. **Functions of Nottinghamshire Children’s Trust Board and Nottinghamshire Safeguarding Children Board**

- 3.1 The purpose of the Children’s Trust Board is to deliver improvements for children, young people and families, by providing strong leadership and being central to the efforts of all partners to improve outcomes for all children and young people and to narrow the gap for the most vulnerable. The main responsibilities of a Children’s Trust Board are to develop an integrated strategy, including joint planning and commissioning, and to pool or align budgets, ensuring that resources are available in partner organisations to carry out planned programmes. This role involves developing a vision for improving outcomes for children and young people through the Children and Young People’s Plan (CYPP), leading on the performance monitoring of achievement of targets, and responding to performance monitoring information.
- 3.2 Local Safeguarding Children Boards (LSCB) were established as statutory bodies by the Children Act 2004.

The core objectives of the LSCB, as set out in Section 14 (1) of the Children Act 2004, are to:

- (a) co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority and
- (b) ensure the effectiveness of what is done by each such person or body for that purpose.

Details of the role and function of the LSCB are laid out in Working Together (2006). It is recognised that in this that the Board operates within the framework set out by the Children's Trust Board.

4. Relationship between Nottinghamshire Children's Trust Board and Nottinghamshire Safeguarding Children Board

- 4.1 The function of both Boards includes responsibility and accountability for keeping children and young people safe. Whilst their roles in this regard are complementary, they are also distinct.
- 4.2 The Children's Trust Board is responsible for the improvement of outcomes across all aspects of children and young people's lives, whilst the work of the NSCB contributes to this wider goal by providing a safeguarding focus.
- 4.3 The Children's Trust Board is responsible for the overarching strategic framework for the delivery of improved outcomes for children and young people. Within this framework, the NSCB plays a specific role to ensure the Children's Trust pays due regard to promoting and safeguarding the welfare of children.
- 4.4 It follows that a major aspect of the NSCB's role is to challenge and scrutinise individual agencies of the Children's Trust, as well as the partnership as a whole, to ensure they are meeting this requirement effectively and in a co-ordinated way. The Children's Trust Board will, in turn, scrutinise the work and effectiveness of the NSCB. Therefore, although the NSCB must operate within the framework of the Children's Trust, it must also maintain a separate identity and independent voice to ensure this relationship of mutual challenge can be implemented effectively.
- 4.5 The following summarises the legislative and statutory requirements (see 2.1) that drive the development of the relationship between the two Boards.

Nottinghamshire Children's Trust Board

- 4.5.1 should consider children's safeguarding needs across the whole spectrum of improved outcomes for children and young people
- 4.5.2 should raise the profile of safeguarding and child protection across the wider Local Strategic Partnership, including children's services, health and police and lead a change in culture across frontline services that enables them to work more effectively to protect children
- 4.5.3 should take a strong lead on emphasising to all partners the importance of universal, targeted and responsive safeguarding
- 4.5.4 should ensure that planning and commissioning of services takes account the need to safeguard and promote children's welfare
- 4.5.5 is responsible for the development, production, review and performance management of the CYPP and in this respect should
 - 4.5.5.1 consult with the NSCB during the development of the Children and Young People's Plan, including the coverage and performance of services that contribute to the "Staying Safe" outcome
 - 4.5.5.2 with support and challenge from the LSCB, ensure that the CYPP covers strengths and weaknesses regarding safeguarding, what has been achieved in the year and what more needs to be done by each partner to improve outcomes in safeguarding
 - 4.5.5.3 should scrutinise the annual report of the NSCB and respond to it through the CYPP, ensuring the inclusion of clear targets for keeping children safe
 - 4.5.5.4 may wish to take an overview of the NSCB's work as part of its local monitoring arrangements.

Nottinghamshire Safeguarding Children Board

- 4.5.6 is part of the wider context of Children's Trust arrangements, but must have a clear and distinct identity with the local Children's Trust governance arrangements
- 4.5.7 within this wider context, its role is to ensure the effectiveness of arrangements made by individual agencies and the wider Children's Trust to safeguard and promote the welfare of children

4.5.8 is responsible for challenging every partner of the Children's Trust, through the Children's Trust Board, on their success in ensuring that children and young people are kept safe

4.5.9 is required to publish an annual report and to submit it to their Children's Trust Board. These reports should provide an honest assessment of the local safeguarding arrangements and clearly identify the challenges to be addressed and overcome

4.5.10 should work within the framework established by the CYPP.

Both

4.5.11 must ensure ongoing communication between both Boards to avoid duplication of work or gaps in services or policies.

5. Implementation of relationship between Children's Trust Board and Nottinghamshire Safeguarding Children Board

5.1 In order to facilitate the strong relationship between Nottinghamshire Children's Trust Board and NSCB as required by legislation and statutory guidance, the following has been agreed:

5.2 The Chair of Nottinghamshire Children's Trust Board will sit as a "participant observer" on the NSCB and, in a reciprocal arrangement, the NSCB chair will sit as a "participant observer" on Nottinghamshire Children's Trust Board. In practice, this means attending meetings and receiving all written reports. They will engage in discussions, seek clarity and ask questions, but will not be part of the decision making process.

5.3 NSCB will be involved in the development of the CYPP from its inception. It will take responsibility for the development and monitoring of the "Stay Safe" elements of the Plan and will also scrutinise all elements of the Plan during its development and before its publication.

5.4 At each 6-month and annual review of the CYPP, both Boards will receive a formal report of progress against targets.

5.5 Relevant issues arising from each NSCB meeting will be considered within the agenda-setting process for the subsequent Children's Trust Board meeting, and vice versa. At the end of every meeting of each Board, members will agree items to be considered at the next meeting of the other Board. At least one agenda item at each Board meeting will always be available for issues to be addressed from the other Board.

5.6 Quarterly meetings will be held between respective business unit managers to ensure ongoing communication between, and connectivity of, relevant areas of

business progressing through Boards. This will also help to avoid duplication of work and gaps in policies and services and ensure an aligned agenda-setting process between Boards. Minutes of Board meetings will be shared to assist this process.

- 5.7 Organisations represented on both Boards will ensure connectivity between their representatives (where different) to facilitate consistent responses within meetings and effective communication with their organisations between meetings.

6. Scrutiny and challenge

- 6.1 The Boards will fulfil their respective scrutiny and challenge functions in the following ways:

Nottinghamshire Children's Trust Board

6.1.1 Will examine the NSCB annual report, identify key issues for their attention and agree necessary action which may include responding through the CYPP

6.1.2 The Chair will attend the NSCB as a participant observer. They will question and challenge where appropriate and report key issues to the Children's Trust Board for consideration

Nottinghamshire Safeguarding Children Board

6.1.3 Following every 6-month review of the CYPP, the NSCB will consider performance information and raise any concerns with the Children's Trust Board regarding achievements against safeguarding outcomes.

6.1.4 The Chair will attend the Children's Trust Board as a participant observer. They will question and challenge where appropriate and report key issues to the NSCB for consideration.

- 6.2 Both Boards will develop and monitor an agreed suite of performance information, including national and local, and quantitative and qualitative indicators.

- 6.3 In addition to these methods of mutual challenge the following routes may be instigated when required.

6.3.1 Either Chair making a formal written request for information or consideration of an area of concern.

6.3.2 Either Chair making a request for an item to be placed on either Board meeting agenda to address a particular area of concern.

6.3.3 Either Chair requesting a meeting between Board Chairs (and other relevant representatives) to consider and agree a way forward regarding issues that have not been resolved by the above.

6.4 Where an area of concern cannot be resolved within the above framework, a resolution meeting will be held between Board Chairs, the Director of Children's Services and Nottinghamshire County Council Chief Executive Officer, as a minimum.

7. Role of the Leader and Chief Executive Officer of Nottinghamshire County Council

7.1 The Leader of the Council and Chief Executive Officer have a responsibility to ensure that the Authority is well led, managed, accountable and effective.

7.2 As part of this role, the Leader and Chief Executive Officer will consider the NSCB Annual Report regarding the effectiveness of arrangements for

Safeguarding Children in Nottinghamshire, including the effectiveness of governance and partnership arrangements in this regard.

7.3 Their assessment, based on information within the NSCB Annual Report, will be included within the Children's Trust Annual Report and will reflect the Children's Trust response to the NSCB Annual Report.

8 Role of the Safeguarding Children Forum

8.1 This group, made up of Elected Members, will exercise a scrutiny role in relation to safeguarding children arrangements in Nottinghamshire. This will include scrutinising the role of the NSCB and Children's Trust Board in ensuring effective safeguarding arrangements. This role is currently under review but will include:

8.1.1 reviewing the effectiveness of and the relationship between the NSCB and Children's Trust Board

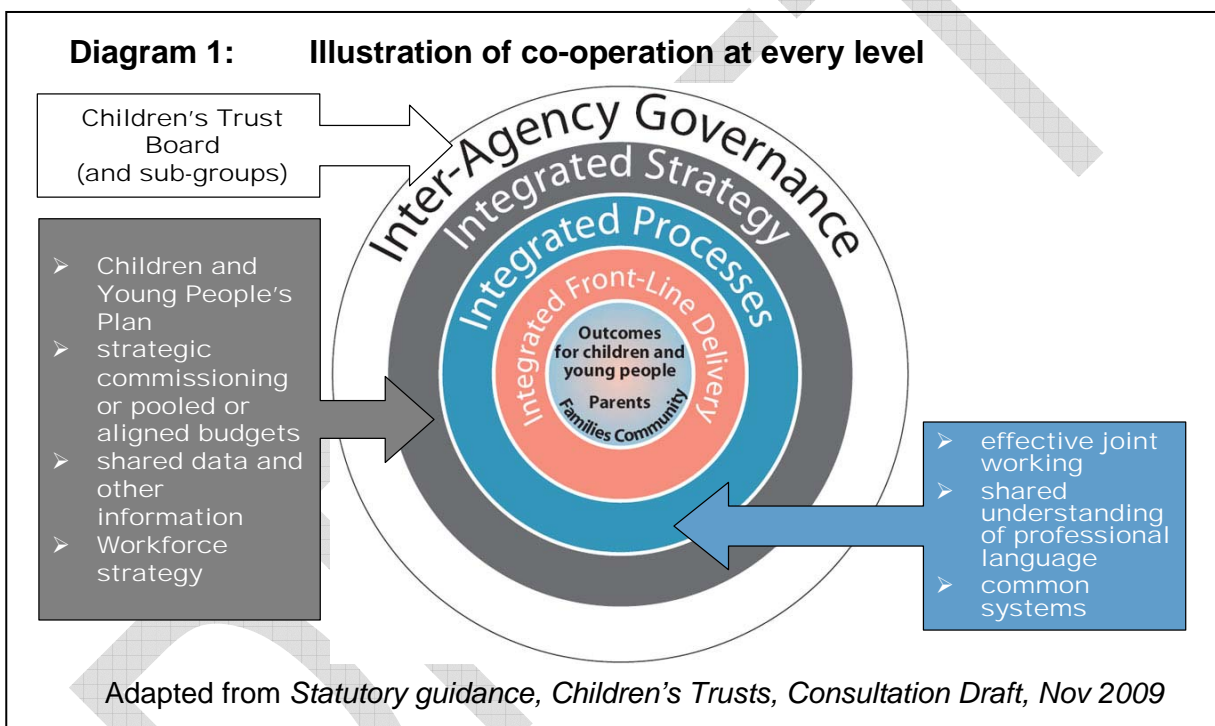
8.1.2 considering performance data collected in relation to safeguarding children, outcomes from serious case reviews, audit and inspection

8.1.3 considering the NSCB annual report and the CYPP.

APPENDIX 6: Summary of Legislation and Statutory Guidance on Children’s Trust Roles and Responsibilities

The Children’s Trust is the sum total of co-operation and partnership arrangements between organisations with a role in improving outcomes for children and young people

- It is not a separate legal entity; each partner retains its own functions and responsibilities within the partnership framework
- It co-operates at every level from governance to front-line delivery
- It is a thematic partnership within the local strategic partnership (LSP) - in Nottinghamshire, the Nottinghamshire Partnership is the county LSP
- It is underpinned by Section 10 of the Children Act 2004 (amended by ASCL Act 2009)



- A Children’s Trust local area must have a Children’s Trust Board. This is a statutory body which provides interagency governance of the Children’s Trust co-operation arrangements as a whole, through the Children and Young People’s Plan (CYPP) process.
- The Board is required to prepare and publish a CYPP setting out the strategy of the persons or bodies represented on the Board for co-operating with each other with a view to improving the well-being of children and relevant young persons
- The persons and bodies whose strategy for co-operation is set out in the CYPP must have regard to the plan in exercising their functions
- The Board must:
 - Monitor the extent to which the persons and bodies whose strategy for co-operation are set out in the CYPP are acting in accordance with the plan
 - Prepare and publish an annual report about the extent to which, during the year in which the report relates, those persons and bodies have acted in accordance with the CYPP

The Children’s Trust Partners

The partners in the Children’s Trust arrangements, including the Children’s Trust Board, are:

- The top-tier local authority, required to set up and maintain the partnership
- The statutory ‘relevant partners’, which are required to co-operate through the partnership
- Other partners, including those from the third sector, which have a key role to play in improving children’s lives but are not under a duty to co-operate.

‘Statutory’ partners:

- Must be represented on the Children’s Trust Board
- Must have regard to any statutory guidance
- Are under a formal “duty to co-operate”
- Can pool staff, money and other resources with local authority and/or any other statutory partner

Non-statutory partners:

- May be become members of the Children’s Trust Board following consultation with other Board members (guidance recommends these should be represented, particularly third sector, GPs and Children’s Centres)
- Should engage with Children’s Trust at all levels, from developing overall strategy to delivering front line services
- Should contribute to the development of the CYPP

The table below summarises Children’s Trust Partners:

MUST BE ON CHILDREN’S TRUST BOARD		RECOMMENDED TO BE ON BOARD
Statutory partners (Children Act 2004)	New statutory partners (ASCL Act 2009)	New non-statutory partners
<ul style="list-style-type: none"> ➤ Strategic Health Authority ➤ Primary Care Trusts ➤ District councils ➤ Local police ➤ Youth Offending Team ➤ Local probation board 	<ul style="list-style-type: none"> ➤ Maintained schools * ➤ Academies * ➤ City technology colleges * ➤ Non-maintained special schools * ➤ Pupil Referral Units * (Short Stay Schools) ➤ Further education institutions (both FE and sixth form colleges) * ➤ Jobcentre Plus 	<ul style="list-style-type: none"> ➤ Third sector * ** ➤ GPs * ** ➤ Sure Start children’s centres * ** ➤ Private early years providers * ** ➤ Independent schools * ➤ Specialist colleges * ➤ Diocesan boards ➤ Registered social landlords

* One representative may represent a number of these organisations

** Guidance strongly recommends that these should be on Children’s Trust Board.

Children and Young People's Plan (CYPP)

- The CYPP is the agreed joint strategy of the partners in the Children's Trust on how they co-operate to improve children's well-being
- New statutory guidance includes detailed specification of what a CYPP must contain
- The CYPP must identify the Children's Trust's joint cross-cutting priorities, based on joint assessment of children's needs against the five ECM outcomes, and set out what the partners intend to do **together** to deliver them
- The over-riding purpose of the plan is to drive forward better integrated services to improve outcomes for children and young people (not simply to map everything each partner does for children and young people in isolation)

The CYPP must contain:

- Needs assessment for children and young people against the five ECM outcomes
- Joint cross-cutting strategic priorities
- Identification of how priorities will be delivered and resourced, by e.g. :
 - Formal pooled budgets
 - Budget alignment
 - Joint planning and commissioning
- Strategic priorities for:
 - Children and young people with SEN
 - Children and young people with disabilities
 - Looked after children
- Arrangements to co-operate to safeguard and promote the welfare of children
- Arrangements for co-operating on early intervention and preventative action
- Arrangements to co-ordinate work with services for adults at a strategic level (e.g. 'Think Family' approach)
- Arrangements to reduce child poverty
- Arrangements to co-operate to improve behaviour and attendance at school
- Local workforce strategy

The legislative basis for these requirements is *Part 2 of the Children Act 2004 (amended by ASCL Act 2009)*. The information included here summarises information in legislation and in *Children's Trusts: statutory guidance on co-operation arrangements including the Children's Trust Board and the Children and Young People's Plan (November 2009)* and *Working Together (2006)*