District Children’s Trust Board

PURPOSE

- To promote the operation of children’s trusts in the respective districts of Lancashire which will lead to improved outcomes for all children and young people in the districts.
- Responsible for the delivery of district wide commissioning of local priorities or needs.

ACCOUNTABILITIES

Children and Young People’s Plan – Strategy and Policy

- To promote the development of integrated front-line delivery of services.
- To contribute to the setting of local priorities in the CYPP identified through needs assessment.
- Co-ordination of partners at a local level.
- To develop local implementation plans.
- To develop effective working relations with partners.
- To develop effective working relations with the relevant Local Strategic Partnership.

Assessment of Needs

- To support the production of a needs assessment.
- To analyse needs in order to inform the development of the Children and Young People's Plan and other relevant plans and strategies.

Commissioning

- To develop local commissions based upon county-wide priorities and local priorities.
- To identify and recommend commissions.

Management of Resources

- To ensure effective use of trust resources that have been devolved to a district footprint.
- To report on the outcomes achieved from devolved resources, as required by the Children's Trust Board.
Service Delivery

- To be responsible for changes in service delivery at a local level, within an agreed scheme of devolution.
- To advise on service delivery at a local level.
- To promote innovation in local service delivery.

Performance Monitoring

- To monitor priority outcomes.

Engagement of Children and Young People

- To involve children, young people and their families in the design and delivery of services.

Engagement of Parents/Carers

- To develop effective working relationships with parents/carers.
- To involve children, young people and their families in the design and delivery of services.

District Children’s Trust Partnerships

PURPOSE

To support the delivery of outcomes set out in the Children and Young People's Plan and to ensure effective monitoring and reporting systems are in place.

ACCOUNTABILITIES

- To review progress with key strategies and ensure that they are contributing to positive outcomes for children and young people.
- To be responsible for ensuring that all relevant partners are actively engaged in the design and delivery of high quality services.
- To advise the District Children's Trust Board in respect to unmet need.
- To seek out, listen to and involve children and young people in making decisions about service delivery.
- To seek, listen to and involve parents and carers in making decisions about service delivery.
5. **Values and Principles**

Lancashire Children's Trust members recognise shared values as the foundation of a strong partnership. Trust, openness, equality and fairness are the building blocks that will ensure a strong, effective and sustainable partnership that delivers improved outcomes for children, young people and their families.

**Trust** – to have a confidence in the integrity and ability of all partner organisations working collaboratively through the children's trust.

**Openness** – demonstrating transparency and openness between partners in how decisions are made and in sharing activities, plans and ambitions.

**Equality** – each partner organisation has an equal standing within the children's trust regardless of its size, tier or financial contribution.

**Fairness** – commitment throughout the children's trust that the behaviour and actions of partners is equitable, impartial and objective.

6. **Meeting Protocols**

(a) **Appointment of Chair and Deputy Chair**

Appointment of Chairs and Deputy Chairs should take place at the first meeting of each Municipal Year and, unless an alternative period of office is agreed by the Board, should be for one year only.

Any member of a District Children’s Trust Board can be nominated for the role of Chair or Deputy Chair.

It is important to record how nominations are sought and to ensure that they are properly proposed and seconded. Equally important is that the Board or Partnership is offered sufficient opportunity to nominate i.e. once one nomination is proposed and seconded the clerk should ask the members if there any further nominations.

It is recommended that wherever possible, the chair of the District Children's Trust Board is also the chair of the District Children's Trust Partnership.

(b) **Clerking Arrangements**

Clerking arrangements for the County Trust Board will be undertaken by a nominated County Council officer.

Clerking arrangements for the District Trust Board and District Children’s Trust Partnership will be undertaken by the respective District Council.
(c) Administration of meetings and circulation of information

Notice of meetings will be published on the Lancashire County Council web-site (http://www.lancashire.gov.uk/education/childrenstrusts/) and circulated to all members of the Board/Partnership unless an item is declared to be non-public by the chair. The Children's Trust will comply with all relevant public information legislation.

As a matter of good practice, agendas for meetings of the Boards and Partnerships should be dispatched by the clerk a minimum of five clear working days in advance of a meeting, and copies will be made available on the children's trust website.

Any member may suggest items for inclusion in the agenda within its remit. It shall then be for the Chair to determine whether the Board or Partnership needs to receive a report on the matter at a future meeting.

The notes of a meeting should be published on the relevant website as soon as is reasonably practicable (and not more than 2 weeks after the meeting).

To assist forward planning, it is recommended that the Board or Partnership:

- Sets dates for a full year; ensure that meetings are in keeping with other fixed timetables and that deadlines are known;
- Recognise that meetings have a limited capacity and that agendas need to be carefully controlled;
- Focus on outcomes when agreeing standing items or new reports;
- Avoid excessive setting up of long term sub-groups;
- Make effective use of the website, thereby reducing demands on meeting agendas.

(d) Frequency of Meetings

The Children's Trust Board will meet on a quarterly basis.

The Children's Trust Strategic Partnership will meet on a quarterly basis.

It is suggested that the District Children's Trust Boards will meet at least four times a year. The precise pattern of meetings is for local determination.

(e) Quorum

In complying 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 attend in their absence. Decision making will normally be by consensus.
(f) **Decision Making**

As children’s trusts are non-statutory bodies, the decision making process is for local determination. It is anticipated that Boards would adopt a consensual decision making arrangement.

(g) **District Working/Sub Groups**

The District Trust Boards may wish to set up specific Working/Sub Groups. A preferred style may be to call them task and finish groups with clear terms of reference and deadlines for completing the tasks after which time the group will be disestablished unless the parent Board agrees to an extension. The role of the groups is to advise the Board(s).

(h) **Conduct at Meetings**

Responsibility for the maintenance of good conduct and the overseeing of proceedings should at all times be a matter for the Chair, whose ruling should be viewed as final.

If any person refuses to accept the ruling of the Chair, the Chair may propose the suspension of the member from the meeting and ask the member to leave the meeting.

(i) **Conflict Resolution**

If any dispute or difference arises between partner organisations about the interpretation or application of this agreement or any matter arising from it, the partners should collectively take all reasonable steps within the powers available to its members to resolve it.

Where a matter cannot be resolved by the Board, negotiation and mediation will be offered, along with other appropriate forms of conflict resolution procedure, through the establishment of an independent arbitration group.

Note: It is envisaged that the group would be made up of associate members, elected members and other relevant independent people. The group would be temporary and convened for the purpose by officers of the Children's Services Authority on behalf of the County Trust Board. The ultimate responsibility for ensuring conflicts are resolved should rest with the Chair/s of the relevant partnership and/or board.

(j) **Criminal Records Bureau (CRB) clearance**

As a partnership, there is no legislative requirement upon members to have CRB clearance, unless, in performing duties, there is regular, unsupervised contact with children and young people or access to confidential data and/or information. As an article of good faith, the expectation would be on partner
agencies to ensure appropriate CRB clearance for members in accordance with their own organisational policies.

7. **Support Arrangements**

There are a number of aspects of support available to Lancashire Children's Trust. These are described below:

**Children's Trust Manager**
The role of the Children's Trust Manager will:
- Co-ordinate effective co-working between the CTB/CTSP and the District Children's Trust Boards
- Be responsible for the effective management of the business of all parts of the Lancashire Children's Trust
- Prepare and maintain the policies, protocols and work activities of the Children's Trust Board (CTB) and Children's Trust Strategic Partnership (CTSP)

**Directorate Strategic Leads (DSLs)**
The Directorate Strategic Lead will provide leadership in the District Children's Trust Board and represent the Directorate for Children and Young People where required at meetings in the District.

The DSL will be supported by named officer support for each DCTB, who will offer capacity to support:
- Sub groups;
- Action planning;
- Co-ordination of information gathering.

**Role of the County Councillor on the District Children's Trust Board**
The County Councillor will fulfil the following role:
- To provide a local interface for the County Council, thereby promoting effective two-way communication on matters relating to children and young people;
- To support engagement with local communities and ensure that local community interests are reflected;
- To work with partners to provide integrated public services and coherent responses to local issues;
- To take forward, as appropriate, issues which are within the purview of the County Council and which require resolution;
- To raise the profile of the County Council and its services.

The above approach is commended to District Councillors.

The nominated County Councillor will attend the quarterly meetings of the District Children's Trust Board. She/he may attend other meetings of the Trust, including one-off workshops or meetings of the District Children's Trust Partnerships as appropriate.
Joint Commissioning Unit (JCU)
The JCU has been formed around the joint posts between the PCT and LCC. Its purpose is to support commissioning activity at all levels of the children's trust. Examples of this include, but are not limited to, toolkits, needs analysis, support and training.

8. Relationships to External Partnerships

In accordance with the guidance, the Children's Trust Board will link in with the Lancashire Strategic Partnership.

Lancashire Safeguarding Children Board

Lancashire Safeguarding Children's Board is the Local Safeguarding Board for the County, with responsibility for delivering robust safeguarding arrangements across Lancashire.

The core objectives of LSCB, as 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 their area
- ensure the effectiveness of what is done by partners for that purpose

Lancashire's Children's Trust Board and the LSCB operate independently, so that each may challenge the activities of each other, but with ongoing communication to avoid duplication or gaps in service provision or policies (Appendix 3)

Lancashire Strategic Partnership

The Children's Trust Board is a recognised thematic sub-group of the Lancashire Strategic Partnership. The chair of the CTB is a member of the Executive of the Lancashire Partnership.

As part of the governance arrangements of Lancashire Children's Trust, the CTB will ensure effective working relationships with the Local Strategic Partnerships. These links will ensure that strategies are not fragmented and that different services share priorities and thinking. CTB should help to 'inform and influence' the work of the LSP in regards to children, young people and families, and ensure that these groups are reflected within LSP priorities.

The Children's Trust Board will also ensure effective links with other partnerships operating within the county, for example Crime and Disorder Reduction Partnerships.
9. Membership

Children's Trust Board

Membership of the Children's Trust Board will be restricted to those organisations or sectors defined as relevant partners in the statutory guidance, with the addition of the deputy chair of the Children's Trust Strategic Partnership. Where organisations hold relevant partner status but have not attended Lancashire Children's Trust meetings as a matter of course, separate discussions will take place as set out below.

Membership of the Children's Trust Board will be restricted to those organisations or sectors previously defined as relevant partners in the statutory guidance, with the addition of a representative of the VCFS.

The following organisations or sectors will hold membership of the Children's Trust Board:

<table>
<thead>
<tr>
<th>Organisation or sector</th>
<th>Number of members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lancashire County Council</td>
<td>2</td>
</tr>
<tr>
<td>• Executive Director of Children’ Services and Chair of the Board</td>
<td></td>
</tr>
<tr>
<td>• Head of Commissioning and Performance</td>
<td></td>
</tr>
<tr>
<td>District Councils</td>
<td>3</td>
</tr>
<tr>
<td>• Chief Executives</td>
<td></td>
</tr>
<tr>
<td>Lancashire Constabulary</td>
<td>1</td>
</tr>
<tr>
<td>• Chief Constable</td>
<td></td>
</tr>
<tr>
<td>NHS Trusts</td>
<td>3</td>
</tr>
<tr>
<td>• Chief Executives</td>
<td></td>
</tr>
<tr>
<td>JobCentre Plus</td>
<td>1</td>
</tr>
<tr>
<td>• Chief Executive</td>
<td></td>
</tr>
<tr>
<td>Colleges of Further Education</td>
<td>1</td>
</tr>
<tr>
<td>Education Sector</td>
<td>3</td>
</tr>
<tr>
<td>• Secondary</td>
<td></td>
</tr>
<tr>
<td>• Primary</td>
<td></td>
</tr>
<tr>
<td>• Schools' Forum</td>
<td></td>
</tr>
<tr>
<td>VCFS</td>
<td>1</td>
</tr>
<tr>
<td>• TOTAL</td>
<td>15</td>
</tr>
</tbody>
</table>

Children's Trust Strategic Partnership

Membership of the Children's Trust Strategic Partnership will be open to those organisations or sectors which have a direct interest in providing a strategic direction for children's services in Lancashire and in promoting positive outcomes for children and young people.
District Children's Trust Boards

Membership of the District Children's Trust Board will be restricted to relevant partners but will exclude relevant partners which do not have significant district based services. The chair of the local VCFS forum or her/his nominated representative will attend to represent the interests of that sector.

<table>
<thead>
<tr>
<th>Organisation or sector</th>
<th>Number of members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lancashire County Council</td>
<td>1</td>
</tr>
<tr>
<td>• Directorate Strategic Lead</td>
<td></td>
</tr>
<tr>
<td>District Council</td>
<td>1</td>
</tr>
<tr>
<td>• Nominated Lead Officer</td>
<td></td>
</tr>
<tr>
<td>Elected Member</td>
<td>2</td>
</tr>
<tr>
<td>• County Councillor</td>
<td></td>
</tr>
<tr>
<td>• District Councillor</td>
<td></td>
</tr>
<tr>
<td>Primary Care/NHS Trust</td>
<td>1</td>
</tr>
<tr>
<td>Lancashire Constabulary</td>
<td>1</td>
</tr>
<tr>
<td>VCFS</td>
<td>1</td>
</tr>
<tr>
<td>Early Years sector</td>
<td>1</td>
</tr>
<tr>
<td>Education sector</td>
<td>3</td>
</tr>
<tr>
<td>College of Further Education</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

The District Children's Trust Board will hold business meetings 4 times per year; meet with members of the District Children's Trust Partnership 2 times per year and hold additional seminars/workshops as necessary. The District Children's Trust Board may elect to invite colleagues on a one-off basis to contribute to specific agenda items.

**Sub-groups**: It is anticipated that all parts of the Trust model may wish to enhance capacity and extend the involvement of a wider group of stakeholders in the work of the Trust by establishing sub-groups.

**10. Communication and Engagement**

A Lancashire Children's Trust Communications Strategy is in development and this will:

- Raise awareness of the Children's Trust among target audiences;
- Raise awareness of opportunities to engage in Trust activities.

The Strategy will provide a framework for achieving these aims by:

- Providing a coordinated approach to all communications related to Lancashire Children's Trust;
- Raising awareness of the Lancashire Children's Trust among all stakeholders within the local authority area and the wider region;
• Promoting the benefits of the Children’s Trust for children, young people and their families, and residents;
• Informing all stakeholders of the timescales and progress of the activities within the Children's Trust;
• Developing effective two-way communications between the children young people and their families, the communities of Lancashire, the wider workforce and the Children's Trust;
• Promoting opportunities for all stakeholders to engage with the work of Trust and ensure that their views are listened to;
• Engaging local and regional media and encouraging positive media interest;
• Managing potential crises, in the event of negative situations in order to minimise impact;
• Making the best use of available resources;
• Developing key messages that are easily understood and using jargon-free language.

The Communications Strategy will support this through:

• Providing accurate, relevant, timely and clear information for all stakeholders;
• Using effective media to reach the target audience;
• Launching a publicity campaign;
• Managing media enquiries and the flow of information corporately;
• Use existing communications channels and developing new ones where required. Specifically linking to the Lancashire Partnership, the Local Strategic Partnerships as well as partner agencies;
• Taking advantage of any opportunities that arise to promote Lancashire Children's Trust;
• Informing employees of all partner agencies on a regular basis to ensure employee awareness and understanding;
• Reviewing the strategy in light of changing needs and priorities.