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Late report for 21st July 2011 Scrutiny Board (Children and Families)

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Report of the Director of Children's Services

Scrutiny Board

Date: 21 July 2011

Subject: Children's Services – Report on current developments

Electoral Wards Affected:

All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the Report

- 1.1 At its June 2011 meeting the Children and Families Scrutiny Board discussed its workplan for the coming year. As part of this discussion Nigel Richardson, Director of Children's Services agreed that the Board would be provided with an overview paper highlighting some key national policy and local developments that are critical to the ongoing improvement journey. This report provides Scrutiny Board with this overview. Members may find it helpful to read this report in conjunction with the Children's Services Improvement Update report submitted to 22 June 2011 Executive Board and consider it within the context of their role in developing the Children and Young People's Plan.
- 1.2 This report briefly highlights some key national developments and then focuses particularly on cluster developments for integrated locality service delivery and then on developments relating to the Leeds Education Challenge, these were the two areas where members identified a particular interest at their June meeting. The report will be supported by a presentation from Nigel Richardson and appropriate colleagues at the Scrutiny Board meeting.

2.0 Background Information

- 2.1 Scrutiny Board have played an important role, as part of the arrangements for improving children's services in Leeds. They have received regular reports about local developments and delivery against the Improvement Plan, including updates from the independent chair of the Improvement Board. These reports have noted an overall trajectory of improvements, whilst recognising that some significant challenges remain for the city to be able to deliver against the ambitions set out

within the Children and Young People's Plan. The Scrutiny Board has contributed to the improvement process through a number of relevant inquiries.

National Developments

- 2.2 There continue to be significant national developments influencing the local direction of the work to improve outcomes for children and young people. This section shows just a very brief highlight of some of these developments to inform Scrutiny's considerations of the local developments.
- 2.3 The Education Bill, based on the November 2010 White Paper *The Importance of Teaching* is currently progressing through the necessary readings and considerations. It signals some significant changes and moves schools towards a position of greater autonomy and more specific focus on attainment standards. It also indicates some significant changes around the Admissions Code.
- 2.4 Linked to the Education Bill, the *Wolf Review of Vocational Education* was published in March 2011 and the government has accepted all of its recommendations. These recommendations will have a significant impact on work currently being done in Leeds to look at the 14-19 learning offer and respond to changing learner needs and the changing policy and financial climate.
- 2.5 Also published in March was an important Green Paper for schools and also for many other services that work with vulnerable children, young people and families – The Special Educational Needs Green Paper '*Support and aspiration: A new approach to special educational needs and disability*'. It proposes the first significant revisions to SEN policy and practice since the current Code of Practice was issued in 2001. It is the intention of Children's Services in Leeds to respond to this Green Paper as part of the consultation process.
- 2.6 At the end of March, the Tickell Review of the Early Years Foundation Stage (EYFS) was published. It aims to simplify the current EYFS, including reducing 69 benchmarks for progress down to 17. There will be a key role for Children's Services to help childcare providers and others across the city to understand and adapt to these changes.
- 2.7 Another significant report is the *Munro Review of Child Protection*, which has followed a year-long review of the child protection system. The review was published on 10th May and the government has now published its response, in which it accepts all of the recommendations and sets out a series of proposals with their timescales for implementation. The report signals an important development for local social care services for children and young people, and for the wider services that support this work. We will ensure that we use the findings of the review to help us take forward new models for safeguarding and supporting vulnerable children, young people and families in Leeds.
- 2.8 Another important development in relation to the priorities and drivers for Children's Services, is the publication of the current Government's first Child Poverty Strategy, which was published in April 2011. The Strategy continues to set ambitious targets in terms of eradicating child poverty and helps to highlight why Leeds has made tackling child poverty a cross-cutting priority in our new Children and Young People's Plan and in the other themed city plans.

Improvement and Inspection Activity

- 2.9 Whilst this report is not focusing on the progress against the Improvement Plan, it is important context to note the latest position following the regular progress meeting with Leeds and DfE. This meeting took place on 20 May and the outcome note is attached to this paper at appendix 1. It is pleasing that this note recognises the significant improvements made, the increased confidence and clarity in the leadership, and the openness to external challenge and support. It also recognises, understandably, the ongoing challenges of consistency and sustainability. It suggests that the Improvement Notice could be lifted, as it comes to an end in October 2011, provided that the results of the next announced inspection provides evidence of improvement on the ground.
- 2.10 Ofsted has set out its revised approach to the annual assessment of children's services, in a publication on 27 April 2011. The main changes relate to the publication date of the assessment, which will be November rather than December. There are particular implications for those authorities in intervention (like Leeds) and where authorities continue to carry an 'inadequate' safeguarding judgment (because there has not been a recent inspection). More detail is available for members if required, but the main implication of this is that Leeds will be subject to an *announced inspection of Looked after Children and Safeguarding* before October 2011. The necessary work is underway, with full corporate support, to make appropriate arrangements for such an inspection. The results of this inspection will then inform the overall annual assessment of children's services in Leeds, which will be published in November.

3.0 Cluster developments

- 3.1 Members will be aware that clusters of schools developed in Leeds from about 2006, to deliver the 'extended schools' core offer. Initially, there were 38 clusters. Many of these, over time, developed into multi-agency clusters as the 'extended schools' became 'extended services' and the core offer could only be fulfilled with support and engagement from wider partners.
- 3.2 In working to deliver the Children and Young People's Plan 2006-2009, clusters were a significant development as a way of delivering the locality agenda set out in that plan, and as a way of trying to drive the integration of services locally. Many members are involved on cluster leadership groups directly, or aware of the developments from their role as school governors. Strong support has been provided to develop cluster based working, and funding has also been available to support this development.
- 3.3 As the integration of services has developed and been supported by tools and processes that enable people to work together, many clusters have become a significant focus for partnership working. As a result we now have 27 clusters, as many have worked closely together to enable better integration – for example a cluster where there is no high school has joined with the neighboring cluster so that transition issues can be better managed.
- 3.4 All the service redesign work done in 2010 (following the Children's Services Review published in March 2010) suggested we should use clusters as the basis for locality developments to help ensure we have strong universal and early preventative services, as well providing a means through which better targeted and

specialist services can be delivered. In April, the Children's Trust Board agreed to a set of minimum standards for clusters, covering, for example, the key partners to be involved in meetings, the frequency of meetings and key roles. The paper outlining these standards can be provided on request to the Scrutiny Board

- 3.5 It is not possible here to do justice to the full range of developments currently underway within each cluster and the city as a whole. However, there has for some time been growing momentum around this agenda, this is demonstrated in a number of ways:
- Cluster Chairs meet regularly and receive regular communications to support them in their leadership role.
 - Clusters are the basis through which we are organising the Leeds approach to using the outcomes based accountability (OBA) methodology (discussed in previous reports to scrutiny) to improve services.
 - Clusters have started using this OBA methodology to develop localised plans that respond to their specific cluster profile and work within the context of the funding allocated to them through the schools forum.
 - Some specific partnership based initiatives within clusters have delivered measurable improvements for particular groups of young people and demonstrated the value of the model.
- 3.6 The next phase of work will focus on developing more consistency and maturity across the different clusters to ensure they are able to address the full range of Children and Young People's Plan priority areas. Through the restructure work taking place in children's services, responsibilities will be aligned to support this work. There will also be a growing and more consistent role for elected members – over the summer proposals are being drawn up for elected member representation on the cluster partnerships, these will be considered by Member Management Committee at their next available meeting.
- 3.7 Also crucial to the next stage of the agenda is the use of data and performance information. Significant progress has been made on this area recently to build on work already done for clusters and Area Committees. We are now looking to ensure that performance data is available to clusters in the key areas that will help them address the 'obsessions' within the Children and Young People's Plan. Members may also be aware of 'early adopter' cluster where we are doing more intensive learning and development work for the services involved to inform wider roll-out and ensure improvements and greater consistency.
- 3.8 These cluster developments are being taken forward within the broader context of locality working across the city and the role of Area Committees. The direction of these cluster developments is consistent with the design principles set out.

4.0 The Leeds Education Challenge

- 4.1 Education has been an important issue for Leeds over a number of years and in recent years significant improvements have been achieved. However, there is still much more to do in terms of educational outcomes, both in overall improvements and particularly in respect of vulnerable groups. Scrutiny Board gave detailed recent consideration to some of these issues earlier this year when they discussed the Primary and Secondary standards reports.
- 4.2 In March, Michael Gove, Secretary of State for Education, wrote to all local authorities, advising of rises in floor standards for primary and secondary schools and requesting that each local authority develops plans for improving performance

in all schools below the floor standards (in summary, the standards have risen from 30% of pupils achieving 5 or more GCSE A*-C grades including Maths and English, to 35%).

- 4.3 In response to this letter, Leeds developed and submitted a copy of the Leeds Education Challenge. This provided the necessary details to reply to the Secretary of State's letter and set that response within a broader approach to school improvement and the ambitions of the Children and Young People's Plan. The Leeds Education Challenge document will be provided for members of the scrutiny board to enable them to consider the detail. It sets out some very clear pledges and ambitions for change in the city.
- 4.4 This submission to the DfE is an important development for Leeds, particularly in the context of the national policy change for schools discussed earlier in this report. The Leeds Education Challenge very clearly puts schools themselves at the heart of driving improvement, whilst reflecting the supporting role and expertise that the local authority can offer, and placing schools at the heart of wider children's services locally – linking in to the discussion above about clusters. The plan represents work in progress, and is currently the subject of significant discussions with headteachers, governors, members and partners. During the summer term, these discussions culminated in a major conferences for Leeds head teachers on 12 July. Over 200 heads attended this conference and at the Scrutiny Board meeting more detailed feedback will be provided about the key proposals made, issues discussed and feedback received.
- 4.5 Part of developing the Leeds Education Challenge was an independent review of education in Leeds, which has been undertaken by Sir Tim Brighouse and another nationally recognised colleague, David Woods. This took place in March and included conversations with a wide range of colleagues including headteachers, education staff, senior officers and politicians. The final report from this review will also be provided to members of the Scrutiny Board. The findings of the review were a key part of the conference on 12 July.
- 4.6 A Member's Seminar on current education issues is being organised for during August, as an opportunity to bring members up to speed with the latest developments and engage them in those developments. This will cover issues relating to schools governance, admissions and wider developments

5.0 Implications For Council Policy And Governance

- 5.1 The developments outlined in this report have a number of implications for Council policy and in some cases governance. The changing national policy agenda outlined at the start of the report is being considered both collectively and on a case-by-case basis to ensure that we are adapting to the shifting context. The work around clusters needs to be seen in the context of the wider developments around children's trust arrangements. As mentioned above, consideration is currently being given as to the best way to fully engage elected members in this work. The work with schools around the Education Challenge and the development of a new relationship with the local authority is also being taken forward with full awareness of how this interlinks with the changing national education agenda and the potential implications for school governance and how this is supported by the local authority.

6.0 Legal And Resource Implications

6.1 There are no specific legal or resource implications arising from this report.

7.0 Conclusions

7.1 This report provides members with an brief overview of some key developments relating to the children's services agenda in Leeds, it aims to help inform members in understanding the current context and development an effective work plan for the year ahead. It will be complemented by a presentation to members at the Scrutiny Board meeting and further background information being provided.

8.0 Background Documents

Sir Tim Brighouse report on Education in Leeds.

The Leeds Education Challenge

Children's Services Improvement Update Report to Executive Board June 2011

DfE Review Meeting with Leeds City Council – 20 May 2011

Attending: Nigel Richardson (Leeds CC), Mariana Pexton (Leeds CC), Jackie Wilson (Leeds CC), Simon Flowers (Leeds CC), Sarah Sinclair (Leeds CC), Councillor Blake (Leeds CC), Bill McCarthy (Independent IB Chair), Penny Thompson (external challenge and support), Graham Archer (DfE), John Hudson (DfE), Nicola Whomersley (DfE).

Dear Nigel,

It was good to meet you and colleagues at the Review meeting on 20 May and I would like to thank everyone for attending and for their contribution. Progress since my visit last July was palpable. The presentations made that clear and the atmosphere was very different, with a clear sense of strong leadership from officers and from Councillor Blake, realism about what was still needed and plans for achieving it. I was left much more confident about the extent and sustainability of progress. Here's my sense of the detail of the discussion – very happy to discuss any of it with you.

- The substantive part of the meeting was spent reviewing and probing your assessment of progress. Positive changes in service delivery and effectiveness has been reflected in recent positive inspections of service practice (fostering, adoption and youth service) and particularly the positive tone of the unannounced Ofsted inspection of contact, referral and assessment, published in February.
- There is clearly a new attitude and commitment in Leeds to encourage and invite external challenge and support to drive and sustain the improvements.
- There is strong leadership and commitment from the Children's Trust Board which will continue in Leeds as the key strategic driver for ensuring continued improvement and sustainability in the long term.
- Through the governance of the Children's Trust Board, a new children and young people's plan (CYPP) has been developed with city wide partnership buy in. This sets out five clear outcomes, underpinned by 11 priorities of which three you refer to as 'obsessions', (changing referral patterns by reducing the number of looked after children; improving school attendance; and economic re-generation by reducing the number of young people who are NEET).
- There is a change in culture, in particular partners and practitioners across the city are starting to converse in a common language and there is recognition that this is a "city wide" agenda and not just Council led. Approach and understanding is more collaborative from partners, with a keen appetite for shared learning and a willingness to join up strategies and to limit costs.

- On early intervention, recognition across partnerships of shared ownership and the need to invest early to reduce costs later. There are still challenges around turning this into fully integrated practice at local level.
- You outlined the additional investment secured across the Council despite the funding pressures the Council faces. Although the current financial investment is unlikely to be sustainable in the long term, you felt confident that the investment in improvement would be there until the service was operating at an adequate level or better. This is encouraging and demonstrates to me the level of political commitment and the importance the Council corporately places on the need to continue to improve.
- On numerical targets in the Improvement Notice there has been clear progress in timeliness of both initial and core assessments - with most targets exceeded. The communications and training work you have undertaken on thresholds is showing rewards, as these are more appropriately targeted and better understood by partners and agencies. These achievements have been made in the context of a rise in volume of referrals. Also recognition of a 100% rise in child protection plans, compared to last year and a decrease in the numbers of children with second and subsequent plans. Embedding and maintaining this level of delivery and at consistently good quality remains the ongoing challenge.
- Considerable progress has been made on building the capacity and capability of the workforce with a view to embedding new structures by September 2012.
- Challenges ahead were identified as future governance on health and you identified three overarching priorities: looked after children, school attendance and destinations, which the Council and partners will focus on to underpin the wider city vision and future ambition for Leeds to be a child friendly city.
- Summing up on the progress made to date, Councillor Blake reflected on the improvement journey from a difficult time when the Council was particularly inward facing and defensive, to one which is beginning to grow in confidence. Morale is higher and there are now more open and honest conversations with staff and with partners and a determination to improve services to children, young people and families in Leeds to a level they deserve.
- We had a discussion on schools and education, particularly now that the responsibility for education in Leeds is being integrated back into Council control. There seems to be a positive story emerging but clearly still lots of work to do to build the new relationship with schools and to improve outcomes, particularly with your underperforming schools. I recognise that conversations are already taking place with

your schools and academies on your core offer and to ensure there is a coherent understanding and commitment by all schools to the change programme. My slight concern is on the pace of this and whether there will be a period of turbulence until new structures are embedded.

In summary, we recognise that progress has been made. However against a backdrop of very strong safeguarding progress, the challenge, inevitably perhaps for somewhere the size of Leeds is ensuring consistently strong practice everywhere. On the education side, we agreed there was more to be done, as you integrate services back into the Council - but a clear sense of the task.

We agreed to consider exit from intervention in the light of the Ofsted inspection you had requested, in response to the Ofsted guidance for authorities in this position. If that inspection reflected, on the ground, the progress we'd seen at the leadership level, there'd be a good case for us to put to Ministers.

Yours sincerely

GRAHAM ARCHER

Deputy Director: Local Improvement
and Intervention Division

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Leeds Children’s Trust Board

CLUSTER PARTNERSHIPS STANDARD TERMS OF REFERENCE

Approved by Leeds Children’s Trust Board	18 April 2011
Date of Next Review	Spring/Autumn 2012
Document Owner	Partnerships and Governance Lead, Director of Children’s Services Unit

1. CONTEXT

1.1 The Leeds Children’s Trust Board (LCTB)

1.2 The Leeds Children’s Trust Board was established in April 2010 and is part of the local co-operation arrangements which collectively make up the children’s trust in Leeds. It provides the interagency governance of the Children’s Trust arrangements in Leeds and has responsibility for publishing and monitoring a jointly owned Children and Young People’s Plan (CYPP) to improve the well being of children and young people in the city. It also provides a framework within which partners may agree to commission services together, with pooled or aligned budgets.

1.3 These terms of reference provide a ‘minimum standard’ for local cluster partnerships and in simple terms they are seen to represent mini Children’s Trust Boards for the communities in the core geographical area they serve.

1.4 Cluster Partnerships

1.5 Local clusters are key to the partnership and delivery arrangements for children’s services in Leeds. The purpose of each partnership is to:

- enable local settings and services to work together effectively to improve outcomes for children, young people and their families
- build capacity to improve the delivery of preventative and extended services to meet local needs (‘universal plus’)
- promote the ambition of a child friendly city across the locality

This builds on cluster partnerships and networks which have developed across the city in recent years and complements partnership arrangements at area and city level.

- 1.6 Cluster partnerships in Leeds are the local expression of the statutory duty to work in partnership and the duty to co-operate placed on relevant partners to improve children and young people's well being.
- 1.7 The cluster partnerships aim to support integrated locality working in a consistent, open, transparent and accountable manner, encouraging democratic involvement from local elected members and the involvement of a range of partners.
- 1.8 Cluster partnerships will be linked together through Area Children and Young People's Partnerships. These will support the sharing of good practice, collective efforts to improve outcomes at an area level and provide a link to citywide partnership arrangements through the Children's Trust Board and Leeds Safeguarding Children Board.

2. FUNCTIONS

Cluster partnership functions cover:

- driving and monitoring local delivery of priorities in the city's children and young people's plan
- supporting progress with other partnership priorities (e.g. those from other city partnerships such as health and well being)
- using outcomes based accountability approaches to 'turn the curve' on local priorities and build local capacity to sustain progress
- encouraging innovation and improved collaborative working to develop local solutions to improve services for children and their families
- informing and influencing strategy, policy and commissioning which may impact on services in the locality
- ensuring services are appropriate to local needs
- agreeing arrangements to align or pool local resources and commissioning services to deliver local priorities
- ensuring participation of staff from local services, children, young people and their families
- improving communication and information sharing across the children's services workforce
- monitoring the performance of local services and developing action plans to improve performance
- sharing expertise and good practice within the cluster and across the city to help drive improved services

3. GOVERNANCE AND ACCOUNTABILITY

3.1 As key partnerships within the Children's Trust arrangements, the Children's Trust Board will agree the standard terms of reference for the cluster partnerships and agree the geographical area of operation for the partnerships.

3.2 The partnerships will provide local governance arrangements and leadership to support collective effort to deliver partnership priorities in the children and young people's plan and any other locally agreed priorities. They provide a local mechanism for accountability for progress towards better outcomes for children and young people.

3.3 Each partner will be accountable for decisions and service performance through their existing decision making arrangements (as is the case with the Children's Trust Board and Leeds Safeguarding Children Board). As appropriate, individual partners retain their statutory duties and responsibilities to the Director of Children's Services (section 10 of the Children Act 2004).

3.4 Cluster partnerships will be linked together via revised Area Children and Young People's Partnerships. This will support learning and sharing across the clusters, an interface with services delivered primarily at area or city level and a mechanism to link the cluster partnerships to the Children's Trust Board and Leeds Safeguarding Children Board. This will be supplemented by cluster chairs meetings each term to bring all clusters together and support the development of common ways of working, consistency and networking with clusters in other parts of the city.

3.5 Each partnership will be required to produce a short annual report and present this to the relevant Area Children and Young People's Partnership and the local City Council Area Committee. A report from each area would then be presented to the Children's Trust Board.

3.6 Each partnership will be required to produce a short mid year report to highlight key activities and progress to inform local stakeholders of the work of the partnership (including all partners represented and local school governing bodies).

3.7 The partnerships would operate as informal partnerships and would not be required to be constituted as legal entities.

3.8 Where there is a cluster based co-operative trust it is proposed that the trust (which is set up as a legal entity) operates as the cluster partnership.

3.9 Where a Joint Collaborative Committee is already in place, this may form the basis for a cluster partnership with consideration to the purpose, functions,

membership and accountability requirements covered in these standard terms of reference.

3.10 Any proposed significant amendments to the terms of reference for the partnerships should be recommended to the Children's Trust Board at the next available meeting after discussion at the relevant Area Children and Young People's Partnership. The Terms of Reference for partnerships will be reviewed periodically as part of the Children's Trust Board's governance review.

3.11 Cluster partnerships may wish to work with other clusters or share services to work across a wider geographical area. In addition partners may need to follow up issues, particularly regarding individual cases, with colleagues working in other parts of the city.

4. MEMBERSHIP

4.1 Standing membership of each cluster partnership should include:

4.2 Local Settings

- Representative from each school in the area or agreed local representation via family of schools / joint collaborative committee
- Representative from each children's centre in the area or agreed representation from a group of children's centres

It is proposed that this should include at least one representative of local governing bodies who is not a member of school staff to provide a strategic governor input

4.3 Local Services

- Health – e.g. School Nurse Co-ordinator – confirmed through Leeds Community Healthcare
- Police – e.g. Neighbourhood Police Team Inspector - confirmed through West Yorkshire Police
- Voluntary, community and faith sector – confirmed through Leeds VOICE

4.4 Leeds City Council

- Local Elected Member (two members proposed for larger clusters or those crossing council wards) – confirmed through City Council Member Management Committee and local Area Committees
- Local Authority Partner – senior manager from Children's Services to provide strategic link to Children's Services and other council functions – confirmed through Children's Services Leadership Team

- Relevant local managers for integrated children's services – confirmed through Children's Services Leadership Team

4.5 Partnerships may also wish to establish a broader network of partners to progress local priorities and help improve local communications. This may include staff from local agencies such as college, housing, sports, leisure, libraries, area management, regeneration, probation, youth offending service, job centre plus, voluntary, community and faith groups.

4.6 Additional members may be invited to join the partnership to provide further support for improved delivery of local priorities as the partnerships evolve.

5. OPERATIONAL FRAMEWORK

5.1 The overarching framework for governance for the Children's Trust arrangements is covered by the Governance Document for the Children's Trust Board. Each partnership will take account of this in its work to support effective partnership working and good governance. Attention is particularly drawn to the following sections:

- i. Code of Conduct (section 9)
- ii. Promoting Equalities (section 10)
- iii. Decision Making (section 13)
- iv. Annual Review (section 16)
- v. Conflicts of Interest (section 18)
- vi. Exit Provisions (section 19)
- vii. Scrutiny, Audit and Inspection (section 20)
- viii. Data Management (section 21)
- ix. Complaints Procedure/Disputes Resolution (section 22)

6. OPERATIONAL ARRANGEMENTS

6.1 Each partnership shall meet at least termly or as deemed necessary to fulfil its functions.

6.2 The agenda of meetings shall be agreed by the chair in advance of the meetings.

6.3 In addition to this it is proposed that there would be an annual meeting for a broader network of local partners in each cluster and periodic meetings with cluster chairs, cluster managers and local authority partners at a city level.

6.4 It is proposed that an administrator from the Governance Services Unit in Children's Services provides a clerking service for the main cluster partnership meetings and supports an annual broader network meeting. This would also

assist with consistency, the ability to have standard agendas and minute formats, distribution of any common reports and scheduling of meetings.

6.5 Each partnership would need to agree a chair (and vice chair if required) who is able to drive the business of the partnership and represent the partnership at other meetings e.g. Area Committee, Area Children and Young People's Partnership, Family of School meetings.

6.6 It is proposed that cluster managers work with the chair, local authority partners and others to co-ordinate the work programme of the cluster partnership and the production of reports from the partnership.

6.7 Each partnership may wish to establish operational groups or task and finish groups to progress its priorities. These should have a clear remit and clear link back to the local partnership.

6.8 The Secretariat should receive reports not later than eight working days before the date of the partnership meeting. This is to enable papers to be distributed in time and for the chair to be briefed.

6.9 The agenda and papers should be sent out to all members at least five working days in advance of meetings. Exceptionally, tabled reports or additional information may be presented at meetings with the discretion of the Chair. Wherever possible, information will be sent electronically.

6.10 The partnership will be quorate if there are 50% or more members present at the meeting.

6.11 Draft minutes or action points will be circulated to members within 5 working days of each meeting with 5 working days for comments. Once approved, minutes / action points will be in the public domain and should be made accessible to local partners and stakeholders.

6.12 Support for the set up and development of these arrangements will be provided by colleagues who have supported the extended services clusters. This will include the circulation of standard templates for agendas, minutes, reports, action plans, self evaluation reviews and annual reports.

7. ANNUAL REPORT REQUIREMENTS

7.1 Each partnership will be required to produce a short annual report to inform the Area Children and Young People's Partnership, local Area Committee and Children's Trust Board of the work of the partnership and to inform the development and review of the City's Children and Young People's Plan (CYPP). It is also recommended that these reports are taken through the governance arrangements for each partner represented on the partnership.

7.2 The aim of the reporting requirement is to:

- Provide local accountability by asking the partnerships to demonstrate the contribution being made to the local agenda for improved outcomes for children and young people
- Facilitate joined up working across relevant agencies, sharing of expertise and good practice
- Allow the Area Children and Young People's Partnerships and Children's Trust Board to assess levels of need, impact of actions and areas of underperformance to inform the development of the city's CYPP
- Give partnerships the opportunity to influence decisions made by the Children's Trust Board in relation to joint strategic planning and commissioning
- Provide a platform to raise any concerns including about the level of support the partnerships need from Children's Trust partners
- Allow the partnerships to identify local and area based strategic priorities for the forthcoming year

7.3 Partnerships will be provided with a standard template and schedule of dates to support consistent and timely reporting.

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