



Report to:	HEALTH AND WELLBEING BOARD
Date:	20 September 2018
Executive Member / Reporting Officer:	Councillor Oliver Ryan – Executive Member for Children & Families James Thomas – Director of Children’s Services (DCS)
Subject:	CHILDREN’S GOVERNANCE REVIEW
Report Summary:	The report sets out a review of children’s governance arrangements and a proposal to initiate a new Starting Well Board as a sub group of the Health and Wellbeing Board.
Recommendations:	The Health and Wellbeing Board is asked to note the content of the report and approve the recommendations: <ul style="list-style-type: none"> • To initiate a new Starting Well Board as a sub-group of the Health & Wellbeing Board; • To initiate four new Children’s Partnership Workshops, one in each neighbourhood.
Links to Health and Wellbeing Strategy:	The Health and Wellbeing Strategy outlines the priorities for improving the health and wellbeing of residents of Tameside including the quality of life for children and families.
Policy Implications	Contained in the body of the report
Financial Implications: (Authorised by Section 151 Officer)	There are no direct financial implications arising from this report.
Legal Implications: (Authorised by Borough Solicitor)	The Council’s Executive Cabinet approved the governance arrangements in principle and the Health and Wellbeing Board now needs to approve the above recommendations. As a sub-group of the Health and Wellbeing Board, the Starting Well Board should report to the Health and Wellbeing Board on a regular basis.
Risk Management:	Contained in the body of the report.
Access to Information :	The background papers relating to this report can be inspected by contacting the report writers James Thomas, Interim Director of Children’s Services, by: <p> Telephone: 0161 342 3354</p> <p> e-mail: james.thomas@tameside.gov.uk</p>

1 INTRODUCTION

- 1.1 The needs of children and families are complex, encompassing an enormous diversity of issues across the life course from pre-birth to 25, from those only needing the support of universal health and education services to those children with special needs and disabilities to those in need of protection from abuse and neglect, and necessarily including the needs of the parents and carers who are the key to children's development and their welfare.
- 1.2 Consequently, the range of services that meet those needs is necessarily a diverse and complex one. There are both statutory and voluntary services. There are services targeted at particular age groups and others which work with every age you could find within a family. There are those focused upon the whole of Tameside, whilst others work to a particular neighbourhood patch, or indeed to a wider footprint than our borough. There are those meeting one level of need and those which meet all levels of need.
- 1.3 So it is hardly a surprise that ensuring that effective governance arrangements are in place is so challenging. There will always be a risk of duplication – just as needs and services do not sit in neat separate boxes – so governance boards and groups will have overlapping areas of responsibility. There is of course also a risk that there are gaps and that some areas of need and service have no proper oversight. And there will always be a risk of ineffectiveness, where there may be a significant amount of activity but less evidence of added value or impact.
- 1.4 Whilst there have been a some specific triggers to carry out this review, which are outlined in the section below on context and developments, the inter-connected nature of all that we are dealing with means that it is not possible to have a narrow look at one part of our system without looking at the whole. This does not mean we need to think about changing things where they are working well, but does mean we need to look at the whole system.
- 1.5 Whilst we aim to ensure that our structures are the optimal ones to ensure the delivery of effective services, of course good structures alone are not sufficient, and we will need to pay just as much attention to the ways of working that are key to the delivery of effective leadership and governance. Ofsted's 2015 report on effective leadership and governance provides a useful summary:
- Open, honest and collaborative
 - Strong moral base informed by solid professional knowledge
 - Modelling behaviour, setting clear expectations
 - Leaders who are visible and credible
 - Culture of support and challenge
 - Effective lines of accountability – scrutiny of both soft and hard data for deeper understanding
 - Boards and partnerships – mature, strong relationships, mutual understanding of roles and responsibilities, differences dealt with appropriately, challenge seen as helpful and constructive, positive view of impact of collaboration; common language; shared data sets; escalation as positive step to resolution
 - Members – roles and responsibilities clearly understood, their understanding of the issues, passion and lead roles ensuring understanding by all members

2 CURRENT ARRANGEMENTS

- 2.1 This report will not detail the overarching political and corporate governance arrangements under which Children's governance sits within the Council and CCG, rather will focus upon those arrangements specific to children.

Local Safeguarding Children Board (LSCB)

- 2.2 The current statutory requirement is for a LSCB to be independently chaired and engage membership from a set of prescribed partner agencies. This will change as the Children & Social Work Act is enacted with revised statutory guidance expected by the end of June 2018. The current LSCB has been judged by Ofsted to Require Improvement, and the appointment of a new Independent Chair from February 2018 has re-energised the Board as we prepare to be an Early Adopter of new local safeguarding arrangements. A set of Sub-Groups reports into the LSCB. Work is underway to strengthen the co-ordination of children's safeguarding work with that of both adult safeguarding and community safety arrangements.

Improvement Board

- 2.3 This Board was initiated early in 2017 as a response to the Inadequate Ofsted judgement from late 2016. Independently chaired and with a membership including the Leader, Lead Member and Chief Executive, the Board provides both support and challenge to the work of the Children's Team in driving the agreed Improvement Plan, as well as a means to manage the external scrutiny of the DfE. The expectation is that this is a time limited Board to see Tameside through to its next full inspection and an improved judgement, although clearly the confidence with which the Board will then be wound up will also depend upon the robustness of the ongoing governance arrangements.

Education Attainment Improvement Board (EIAB)

- 2.4 The EAIB is an established member led council committee with a wide remit to support and challenge educational attainment in the borough. The EIAB has a direct reporting line from the SEND Strategic Steering Group, and a link to the statutory Schools Forum which provides financial governance over schools funding, and to Headteachers and their own organisation through TAPH and TASH.

Health & Wellbeing Board & Strategic Commissioning Board

- 2.5 The statutory member led partnership committee with a wide remit to support and challenge health and wellbeing for all ages across the borough. There is currently consideration to the potential benefits of the H&WB Board being strengthened through being positioned as the Tameside Reform Board. Children's issues currently form a sub-set of the overall agenda. The Strategic Commissioning Board provides the means for the Council and the CCG to take joint commissioning decisions, including where this related to children, and SCB has a direct reporting line from two sub-groups which also cover children's health services.

Corporate Parenting Board

- 2.6 The member led group with responsibility for driving the council's corporate parenting agenda and ensuring we all fulfil our corporate parenting responsibilities. A strong focus upon the Voice of Children in Care in particular through linking with the Children in Care Council.

Youth Offending Management Board

- 2.7 Statutory requirement to have clear partnership governance over the Youth Offending Team. Recently the Board membership and agenda has been re-energised and current engagement is positive.

Youth Council and Children in Care Council

- 2.8 The two primary groups where children and young people are able to give their views directly and as representatives of other young people. The Children in Care Council has a direct line to the Corporate Parenting Board.

Integrated Care & Wellbeing Scrutiny Panel

- 2.9 The effective delivery of children's services is a core focus of the Integrated Care & Wellbeing Scrutiny Panel, which will also be able to maintain a rigorous focus upon the

extent to which the Voice of the Child is at the heart of service delivery and service improvement.

3 KEY CONTEXTUAL DEVELOPMENTS

- 3.1 GM governance arrangements continue to evolve, with the recent formation of the GM Children's Board – led by the ten local authorities rather than the GMCA and the core membership is based upon the ten lead members and DCS's. The Board will pull together reporting lines from the specific children's focused GM boards, in particular the GM Education & Employability Board, the GM Children's Health & Wellbeing Board, and the GM Safeguarding Standards Board.
- 3.2 Safeguarding Reform – a separate paper sets out the proposed new local children's safeguarding arrangements.
- 3.3 Strategic Neighbourhood Forums and Integrated Neighbourhood Working
 - An opportunity to align the new local member forums with the developing neighbourhood model of partnership and service delivery for children and families
 - Proposals being developed for a neighbourhood model for Children & Families in Tameside to complement the Care Together neighbourhood model for health and adult social care, and the INS for policing and community safety.
 - Consultation with partners being conducted as a joint exercise along with local safeguarding arrangements.
 - Proposal is for four neighbourhoods which enable more effective partnership working on the ground.

4 KEY ISSUES TO ADDRESS

Gap in Governance

- 4.1 The absence of dedicated board for the wider children's agenda since the demise of the Children's Trust has left a gap which the existing governance arrangements are not covering entirely satisfactorily. Recent examples include that the drive for an Early Help Strategy and reporting of the Early Help Strategy Sub-group has come from the Improvement Board although this can only be a time limited solution; and that the drive for a Voice of the Child Strategy has come from the LSCB despite recognising that its safeguarding remit limits its ability to ensure the strategy is promoted across all services. There are other partnership groups which currently do not have any effective reporting line upwards, such as for Early Years and CAMHS Transformation.

Joining the Dots

- 4.2 There is a need to strengthen the join up of varying partnership and governance arrangements through the rigour of reporting arrangements and co-ordination of action. Examples would include the need to strengthen reporting of the Corporate Parenting Group to Cabinet; the need to co-ordinate strategic planning between the TSCB, Adult Safeguarding Board and Community Safety Partnership; the need to strengthen the proportionate links between GM and Tameside; and for clearer reporting lines for some groups currently operating without these (eg Early Help Strategy Sub-Group) and for some that will need to provide dual reporting (eg Domestic Abuse Strategy Group).

The Neighbourhood Opportunity

- 4.3 The widespread partner support for a neighbourhood model of working demonstrates the opportunity this presents for much stronger engagement with those partners at an operational level on the ground, to complement the work being done in strategic boards at the centre.

5 PROPOSALS

NEW - Executive Children's Safeguarding Partnership

- 5.1 The proposals for a revised approach to Local Safeguarding Arrangements are drafted in a separate paper.

Improvement Board

- 5.2 No change proposed following recent revision of the Board's TOR and membership.

Education Attainment Improvement Board

- 5.3 No change proposed.

NEW – Starting Well Board as Sub-group of the Health & Wellbeing Board

- 5.4 The Early Help Strategy Sub-Group should morph into a Children & Families Sub-Group of the Health and Wellbeing Board, with terms of reference that specify the scope to provide partnership governance over the range of children's health issues and early help. This new Sub-Group would have direct reporting lines from: the Early Years Delivery Group, CAMHS Transformation Group, Family Nurse Partnership Board; would link to HCAG and the Youth Council; and would drive the Voice of the Child Strategy. To be chaired by the DCS. Draft terms of reference can be found at **Appendix 1**.

Corporate Parenting Group

- 5.5 No change proposed. To strengthen the discipline of reporting to Cabinet and Council every six months, and the links with the refreshed Children in Care Council.

NEW – Partner Engagement through the Neighbourhood Model

- 5.6 Each of the four proposed neighbourhoods to convene a Children's Neighbourhood Partnership Workshop three times a year, as part of our new statutory local safeguarding arrangements as well as a focus on the wider Successful Families agenda. Dual reporting up to the Executive Children's Safeguarding Partnership and the Starting Well Board, as well as the opportunity to align and work closely with members at the local level through the new Strategic Neighbourhood Forums.

Strengthened Governance through more Systematic Ways of Working

- 5.7 The knowledge and experience brought to bear by officers, members and partners in each of these groups to be enhanced by a more systematic approach to the evidence upon which strategic decisions are made which always takes into account three core sources of information:
- Data – with the most accurate possible single version of the truth provided by the corporate performance team
 - Quality Assurance findings – from formal and systematic audit and other forms of QA
 - Voices of children, young people, parents and families – gathered on a systematic basis to inform our understanding of their experiences and what works – it will be good practice to start all key strategic discussions with a focus upon what our children and families are telling us.

6 RECOMMENDATIONS

- 6.1 As stated on the report cover

STARTING WELL – TAMESIDE CHILDREN, YOUNG PEOPLE AND FAMILIES BOARD

DRAFT TERMS OF REFERENCE

The Starting Well Board is underpinned by section 10 of the Children Act 2004 and the 'duty to cooperate' across statutory partners to promote the welfare of children. The Board commits to a wider role in terms of partnership working that will add value to the lives of children, young people and their families in Tameside.

The Board recognises the distinct role of the Tameside Safeguarding Children Board and how it contributes to the wider goals to improve the wellbeing and safety of all children. It will take account of shared outcomes and relevant work streams and cooperate where required.

The Board will work closely with the Tameside Health and Wellbeing Board and the Tameside and Glossop Strategic Commission Governing Body, leading on specific areas of work on their behalf.

1. VISION

There can be nothing more important than the health and wellbeing of our children and young people and getting them off to the best start in life.

Our ambition is to improve the outcomes of children and young people in Tameside to enable them to maximise their life chances and opportunities.

We want all children, young people and their families to be able to make healthy lifestyle choices, be safe from harm and have the confidence to be ambitious and achieve their aspirations.

2. PRINCIPLES OF CHILDREN, YOUNG AND FAMILIES BOARD PARTNERSHIP WORKING

The members of the Board, working with key stakeholders, will ensure the following principles are applied to meetings and in delivering its business and objectives.

Board members will:

- Ensure understanding of shared agendas, priorities and issues;
- Share knowledge and intelligence between organisations and service areas;
- Ensure the appropriate and timely two-way flow of information and actions within and from their own organisation;
- Be open, transparent and act in good faith to each other; and
- Be of equal status and standing.

3. ROLE AND PURPOSE

The Board will oversee the development and delivery of the Tameside Health and Wellbeing Strategy and Early Help strategic framework for the improvement of children's health outcomes, taking a whole system approach for the health and wellbeing of infants, children, young people and families.

It will be a focal point for delivery and provide the strategic vision and leadership, promoting innovation and collaborative working arrangements to improve life chances for all CYP and Families living in Tameside

The Board will focus on early intervention and prevention targeting services to those who are more vulnerable, at risk or in most need.

Key areas of responsibility for the Starting Well Board are to:

- Ensure that children and young people receive safe, effective and efficient early years education, health and social care services, including those commissioned;
- Make effective use of the Joint Strategic Needs Assessments and analysis to determine the focus and key priorities for the Boards strategies and plans;
- Oversee the delivery of a joined up multi-agency Early Help strategy and implementation plan across children and family services, education, health, social care, leisure, employment, housing and community and voluntary sector;
- Align resources, knowledge and expertise across organisational boundaries to drive integration of services and draw on local, regional and national expertise to inform best practice;
- Ensure all services have due regard to safeguarding and contribute to improved child safeguarding and better outcomes for looked after and adopted children ,including care leavers ;
- Improving health and wellbeing outcomes of children and young people with particular needs including those with long term life limiting conditions, those experiencing mental health difficulties, children with disabilities, young offenders, young carers, those who have experienced abuse and exploitation and young people at the end of life;
- Support partners in identifying the appropriate level of resources to meet the needs identified;
- Improve the timeliness of decision making in the interests of children and young people by removing barriers to innovation and collaborative working
- Ensure children, young people and families are engaged and participate in service planning at a strategic level including the design of services and feedback on the quality of services that are in place;
- Ensure effective engagement, participation and co-production with all LA services, healthcare providers, early years settings, schools and the voluntary and community sector;
- Ensure that robust monitoring and quality assurance mechanisms are in place to ensure the performance of commissioned services;
- Adopt an asset based approach that enables children and young people to have the fullest life possible, and which supports them, their families and other carers in informed decisions;
- Ensure the adherence to legislation and statutory guidance, which requires local health organisations and local authorities to collaborate in the provision of education, health and social care services for children and young people across a local area.

4. ACCOUNTABILITY AND GOVERNANCE

The Starting Well Board will be accountable to the Tameside Health and Wellbeing Board and will submit reports on a quarterly basis.

5. OPERATIONAL PROCESSES

- The meetings will be held on a quarterly basis and a calendar of meetings will be published twelve months in advance.
- The meeting will be quorate when 50 per cent of members are represented at the meeting which will exclude members who are deputising for main members. The Chair can alter this requirement in light of the business under discussion.
- Members are expected to communicate issues from the groups they represent to the Board and take issues from it back to the groups and organisations they represent.
- Members must strive to attend all meetings. In the event that they cannot attend, they must notify the chair or secretariat and nominate a deputy.

- Engagement from children, parents and carers and families will be addressed using a networked approach.
- The secretariat for the Starting Well Board will be provided by XXX
- Agenda and appropriate documentation will be forwarded to members prior to the meeting with 5 working days' notice.

6. MEMBERSHIP

Membership of the Tameside Starting Well Board will reflect the full breadth of Tameside's Children and Young People's and Families system. It will include representatives from each partner agency with strategic, commissioning and investment responsibilities.

The membership will also reflect our commitment to engage a wider range of partners outside of the statutory sector.