

Newcastle Children's Trust Arrangements

Governance Agreement

Adopted by: Children and Young People's Strategic Partnership

Approved by:

Date

Newcastle City Council

Newcastle Primary Care Trust

Newcastle upon Tyne Hospitals NHS Foundation Trust

NHS North of Tyne

North of Tyne NHS Trust

Northumbria Police Authority

Learning and Skills Council

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Glossary

Advisory Group

This means any of the Advisory Groups referred to in paragraph 6.7 of this Agreement

Aligned Funding

There is a commitment by Partners to work towards shared objectives and decisions and to commission services jointly. Funding streams remain separate.

Children

This means children and young people from conception to the age of 19 (and persons over 19 but under 25 who are receiving services under Section 23C to 24D of the Children Act 1989 or who have a learning difficulty within the meaning of Section 13 of the Learning and Skills Act 2000 and are receiving services).

City Council

This means the Council of the City of Newcastle upon Tyne in its capacity as Children's Services Authority for the city responsible for the provision of services for children including education, social care, play and youth and where services are delivered on behalf of health.

Commissioning

Commissioning is about enhancing the quality of life for children, young people, families and carers. In Newcastle commissioning is an iterative collaborative process which can be defined as:

- assessing needs and determining desired outcomes
- setting priorities
- determining how the desired outcomes can be achieved
- identifying and allocating resources
- monitoring and quality assuring implementation and service delivery
- evaluating impact and learning from the process

C&YP Executive

This means the Children and Young People's Strategic Partnership Executive

C&YP Partnership

This means the Children and Young People's Strategic Partnership, comprising all the Partnerships and Advisory Groups as defined in this Glossary.

C&YP Plan

This means the Newcastle Plan for Children and Young People prepared and published by the City Council under section 17 Children Act 2004

Commissioning Partnership

This means any Partnership which buys or procures, or arranges to buy or procure, any goods or services.

Executive Director

This means the City Council's Executive Director of Children's Services.

Lead Member

This means the City Council's Lead Executive Member responsible for Children's Services.

Local Area Agreement (LAA)

An LAA is a three year agreement, based on local Sustainable Community Strategies, prepared by the City Council in consultation with its statutory partners and other persons which, sets out their priorities for Newcastle and their respective local improvement targets. It is agreed between Central Government, represented by the Government Office and a local area, represented by the City Council and other key partners through the Local Strategic Partnership. The statutory basis for the LAA is Part 5 Local Government and Public Involvement in Health Act 2007.

Local Strategic Partnership (LSP), also known as the Newcastle Partnership

The LSP is a non-statutory partnership that brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together. It provides a single overarching local co-ordination framework within which other partnerships can operate and is responsible for developing and driving the implementation of Community Strategies and Local Area Agreements

Newcastle Partnership - see Local Strategic Partnership above

Outcomes

This means the five Every Child Matters Outcomes described in paragraph 1.2 of this Agreement

Parent

This includes guardians and carers

Partner

This means any body or organisation which, is a member of, or represented on, a Partnership.

Partnership

This means the C&YP Executive, the Local Safeguarding Children Board, the Integrated Services Delivery Group, and any of the Special Interest Commissioning Partnerships or Locality Partnerships as listed in Appendix 1.

Pooled Budget

This is a formal arrangement for a common fund to which more than one partner contributes. The Health Act 1999 and Children Act 2004 provide for Health and Local Authorities to pool budgets. The Local Area Agreement also simplifies some central government grant regimes by providing the funding as a single pot to the Local Authority and other partners in the LSP.

Representative

This means any individual who is entitled to attend a meeting of a Partnership either as the formal representative of a Partner or in his/her capacity as an individual member of that Partnership.

Public Sector Partner

This means the City Council, the Newcastle Primary Care Trust, the Newcastle upon Tyne Hospitals NHS Foundation Trust, the NHS North of Tyne, the North of Tyne NHS Trust, Northumbria Police Authority and the Learning and Skills Council.

Special Interest Commissioning Partnerships

This means any of the Partnerships identified as such in Appendix 3.

Sustainable Community Strategy

Part I of the Local Government Act 2000 places on local authorities a duty to prepare 'community strategies', for promoting or improving the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development in the UK. It also gives local authorities wide powers to do anything which will improve or promote local well-being as a means of helping them to implement those strategies.

Part 1 – Introduction

1.1. Statement of Purpose

The purpose of these Children’s Trust arrangements is to promote cooperation between agencies in order to improve outcomes for children, young people and their families. They provide a framework to address the requirements of the Children Act 2004.

Section 10 of the Children Act 2004 requires every Children’s Services Authority **“to make arrangements to promote co-operation between:**

(a) the authority;
(b) each of the authority’s relevant partners; and
(c) such other persons or bodies as the authority consider appropriate, being persons or bodies of any nature who exercise functions or are engaged in activities in relation to children in the authority’s area”.

These are known as Children’s Trust arrangements. The arrangements are also to include agencies which are delivering services to children and families who are not resident in Newcastle but who may be attending school or college in the city or receiving a specialist health service.

A Children’s Trust is not a single organisation but rather a collection of bodies and persons working together through different partnerships. The Trust arrangements are intended to clarify and regulate the relationship between those different partnerships and the principles upon which they will operate.

Children’s Trusts have the following characteristics:

- A single outcome-led vision for children and young people
- Integrated front-line delivery
- Integrated processes
- Integrated strategy including joint planning and commissioning
- Inter-agency governance

This Governance Agreement sets out the framework within which integrated working, joint planning and commissioning processes and service delivery are being developed. It also sets out where responsibility lies for decision making and resource allocation.

1.2. Vision

Our Vision for Children and Young People in Newcastle is that they should achieve five specific outcomes:

- **Be Healthy:** Enjoy the best physical, emotional, mental and spiritual health and development, so that they feel good about themselves and their lives.
- **Be Safe:** Be safe and protected from harm within their families, communities and the City as a whole.

- Enjoy and Achieve: Realise their ambitions, enjoying and achieving in all areas of life.
- Make a Positive Contribution: Take an active part in positive opportunities presented in all areas and stages of their life and the life of the community, and be valued for their contribution.
- Achieve Economic Well-being: Be actively protected from discrimination in order to live free from poverty and hardship.

These are known as the five Every Child Matters Outcomes and this vision is set out in more detail in the Newcastle Plan for Children and Young People which is the single overarching plan for children and young people's services in Newcastle.

1.3 Children's Trust Arrangements

Figure 1 below sets out the structure of the Children's Trust arrangements in schematic form.

The cornerstone of a Children's Trust (Children Act Guidance 2005) must be a strong integrated governing board representing all the key partners at a senior level and which is determined to drive whole system change through clear leadership and an effective local change programme. In Newcastle, this is the Children and Young People's Strategic Partnership Executive ('the C&YP Executive').

As well as the C&YP Executive, the governance structure includes a number of Partnerships which are linked together: the Local Children Safeguarding Board, Locality Partnerships and the city - wide Integrated Services Steering Group, and Special Interest Commissioning Partnerships. In addition there are a number of Advisory Groups which support these various Partnerships.

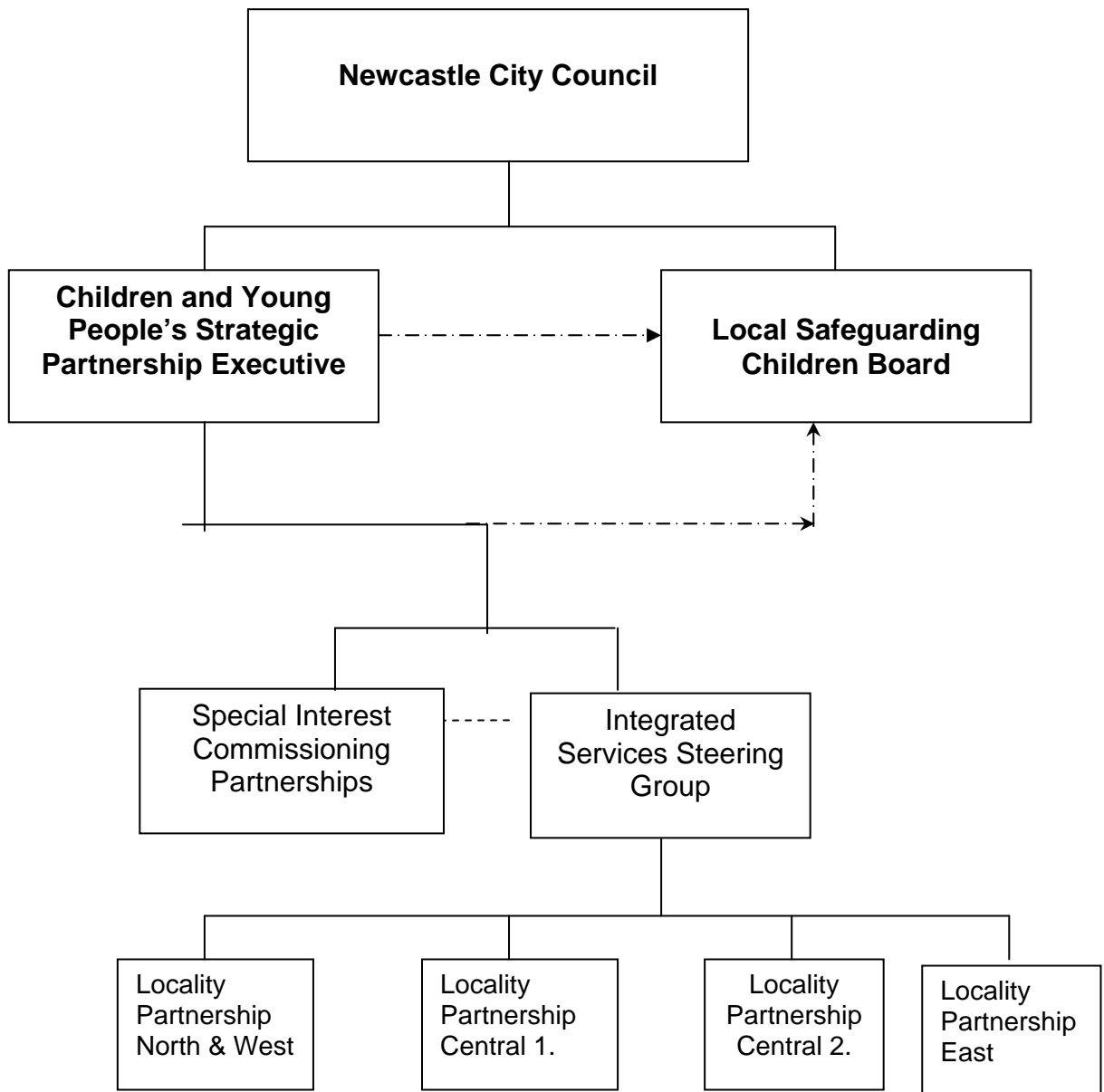
This Governance Agreement explains each of these components in more detail.

The Children's Trust arrangements are the responsibility of Newcastle upon Tyne City Council ("the City Council") as the local Children Services Authority. Political responsibility rests with its Lead Executive Member for Children's Services ("the Lead Member"). The Council's Executive Director of Children's Services (the Executive Director") is accountable to the City Council for the establishment and operation of the Children's Trust arrangements through the Lead Member.

Figure 1.

Children’s Trust Arrangements

This diagram shows the structure of the **C&YP Partnership** (which is one part of the Local Strategic Partnership, otherwise known as the Newcastle Partnership)



Relationships	
—————	Accountable
- - - - -	Influence
← - - - -	Accountable on Safeguarding Issues

See appendices for complete list of partnerships and diagrammatic illustrations of partnership arrangements.

Part 2 - Aims

2.1. Aims of the Children's Trust Arrangements

The principal aims and objectives of these arrangements are to:

(a) Implement the provisions of Part 2 of the Children Act 2004 and associated government guidance through planning, commissioning, monitoring and evaluating the outcomes of services to children and young people.

(b) Provide strategic direction and to ensure the development and implementation of the C&YP Plan taking account of:

- National guidance and regulations aimed at children, young people and their families;
- Local priorities and policies for all children and young people;
- The views and contributions of children, young people and their families and carers.

(c) Support joint commissioning arrangements. This will include working closely with other delivery partnerships of the Newcastle Partnership to operate pooled or aligned funding arrangements which are part of the Local Area Agreement.

(d) Implement and manage integrated working processes, including information sharing, the Common Assessment Framework, the Lead Professional, ContactPoint and the Children and Young People's Service Directory.

(e) Promote arrangements to safeguard the welfare of all children and young people either resident or receiving services in Newcastle.

(f) Promote co-operation between Partners to achieve an outcome approach, and to thereby improve the well-being of children in Newcastle.

(g) To encourage and facilitate the provision by Partners of staff, goods, services, accommodation or other resources to help achieve these aims and objectives, and to establish and maintain a pooled fund out of which payments may be made towards expenditure incurred in the discharge of functions of the Children's Trust arrangements.

Part 3 – Participation and Co-operation

3.1 Principles of Cooperation

In entering into these Children's Trust arrangements, all the Partners and their Representatives agree that they:

(a) will participate in the planning, commissioning and evaluation of services on a basis of mutual trust, shared values and responsibility for the provision of high quality services to children and young people.

(b) shall adopt a policy of mutual openness about information and intentions.

(c) acknowledge the Children's Trust arrangements are an attempt by them all to meet common problems and objectives in a co-ordinated way for the benefit of children, young people and families present or resident in Newcastle.

(d) accept the operation of the Children's Trust arrangements will require each Partner to take account of problems faced by the others and collectively determine appropriate solutions.

(e) shall, in exercising the Children's Trust arrangements, have regard to any policies and guidance which apply to each of them.

(f) recognise and value the distinctive contribution that individual Partners can bring to the Children's Trust arrangements. This includes a commitment from the Public Sector Partners to assist in building the capacity of the voluntary and community sector to engage effectively at all levels.

(g) recognise their responsibility to nominate Representatives with the authority to speak on behalf of the Partner appointing them and who will drive commitment within that Partner agency or sector to the priorities of the C&YP Plan .

(h) recognise that decisions to commit resources to actions carried out in partnership remain with the Board or Executive or other decision making bodies of each individual Partner.

(i) shall ensure that Representatives communicate proposals to their own Partner agency or sector and secure any necessary mandate to make decisions on behalf of the Partner they represent.

(j) shall use their best endeavours to promote equality of opportunity and meet the diverse needs of children and young people

3.2 Commitment to Participation

3.2.1 It is recognised that the participation of children and young people, mothers, fathers and carers is central to the Children's Trust arrangements.

In particular:

(a) Section 11 of the Health and Social Care Act 2001 places a duty to involve and consult patients and the public in service planning, operation and in the developments of proposals for change.

(b) Every Child Matters recognised that improved outcomes required radical change in the whole system of children's services, including listening to children, young people and their families when assessing and planning service provision, as well as in face-to-face delivery.

(c) Part of the role of the Executive Director and of the Lead Member is to listen to and involve children in determining their needs and championing their interests.

3.2.2 Children, young people, parents and carers may require support to participate in decision making. The types and level of support will be for individual Partnerships to determine but this should be consistent with the participation and engagement strategies for children, young people, parents and carers.

3.2.3 It is the responsibility of all Partners to ensure the participation of children, young people and parents in shaping the services they receive. The Children's Trust arrangements include a variety of methods to ensure the contribution of children, young people and their families to improving outcomes:

- Through the operation of the participation and engagement strategies, the views and issues of children, young people and their families will be received by the C&YP Executive and Locality Partnerships
- The Children and Young People's Participation Steering Group and Parent and Carer Participation Steering Group (which are Advisory Groups) will have responsibility to ensure that children, young people, parents and carers are part of the decision making processes throughout the C&YP Strategic Partnership .
- Children, young people and their parents or carers will be invited to attend the C&YPSP Annual Conference and will have opportunities at the conference to contribute their views.
- The Citywide Forum for children and young people will feed into the City Council's decision making process.
- The NHS Involvement Forums.

3.2.4 A set of Core Standards and Guiding Principles have been developed with parents and carers to help organisations involve parents and carers in decision making (see Appendix5)

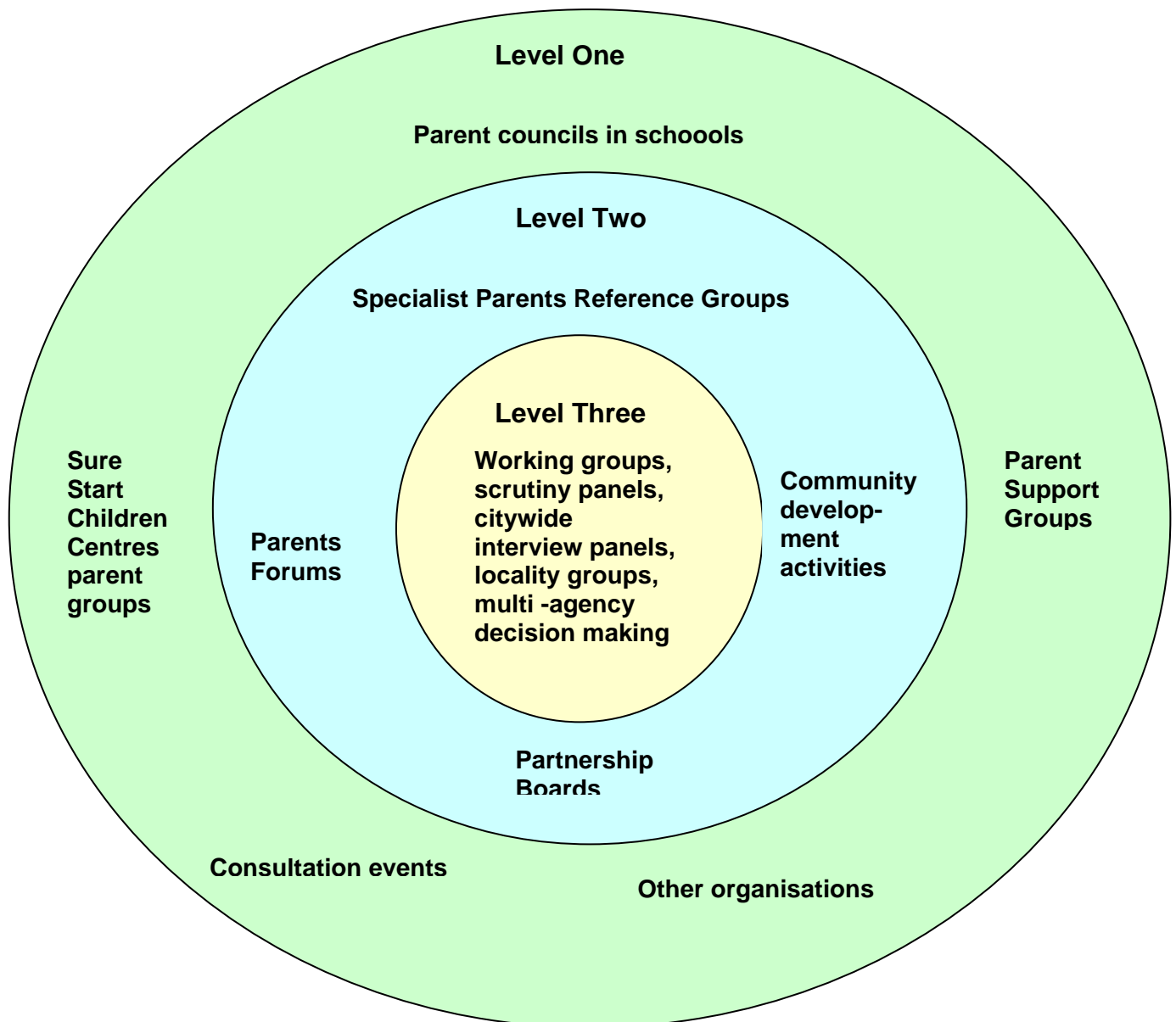
3.2.5 Performance monitoring and the review of strategies and services must demonstrate how children, young people and their families have been included in the review.

3.2.6 The CY&P Plan and any review of it must explain how the issues raised by children, young people and their families are being addressed.

3.2.7 Children and parents may attend meetings in a variety of roles. Partnerships and Partners must be clear about the role they are expecting them to fulfil, for example:

- as a parent or child with a mandate from other parents or children to represent their views;
- as a parent or child with a mandate to represent a particular perspective e.g. parent of a child with a disability;
- representing their lived experience of being a parent or child but not representing other parents or children.

3.2.8 Figure 2 below illustrates how parents and children can be involved in decision making.



Part 4 Agreed Common Governance Principles

4.1 Newcastle Children's Services Partnership Handbook

4.1.1 Each Partner and Representative agrees to comply with the principles and guidance as to good governance set out in the Children's Services Partnership Handbook produced by the City Council so far as they are not inconsistent with anything required by this Governance Agreement.

4.2 Terms of Reference

4.2.1 Each Partnership will establish Terms of Reference setting out its purpose, membership, how its Partners will work together, how decisions will be made, how funding and information will be shared and how risks will be managed.

The Terms of Reference will be submitted to the C&YP Executive for approval.

4.2.2 All Partnerships will minute their meetings and a copy of the minutes shall be placed on the City Council Children's Services website.

4.2.3 All Partnerships shall review their membership as required by their Terms of Reference or, if there is no such requirement, as part of any review of their Terms of Reference and in any event at least every three years.

4.3 Specific Provisions for all Partnerships

The Partners of all the Partnerships agree that:

4.3.1 Only Representatives (or a person nominated and agreed by the Chair as the named substitute for any Representative) will attend meetings on behalf of the Partner.

4.3.2 The named substitute should only attend meetings in exceptional circumstances where the Representative is unable to attend for unavoidable reasons such as long term sickness.

4.3.3 A Representative shall cease to hold office if:

- S/he notifies the Partnership of an intention to resign;
- S/he or his/her substitute fails to attend three consecutive meetings without explanation or discussion with the Chair of, or Coordinator for, the Partnership.
- S/he ceases to be a member or office holder of the Partner;
- The Partner notifies the Partnership of the removal of the Representative.

In any such event, the Partner will be requested to nominate a new Representative as a replacement.

4.3.4 Relevant agencies, organisations or individuals not represented on any of the Partnerships will contribute to strategy development via the Advisory Groups, wider partnership development days or the Annual Conference

4.4 Finance and Resources

4.4.1 To promote good decision-making, budget information will be shared by all Partners whenever possible.

4.4.2 The relevant Public Sector Partner will report on the financial position of any pooled budget at meetings of the C&YP Executive or the appropriate Partnership.

4.4.3 Management and administration of the C&YP Executive will be provided by the City Council. Support to the other Partnerships will be provided as set out in the individual Constitution or Terms of Reference for each Partnership.

4.5. Managing Performance

4.5.1 The City Council will report at least every six months to the C&YP Executive on progress in achieving the key priorities and implementing key strategies in the CY&P Plan . The C&YP Executive will ensure that appropriate remedial action is taken if it believes satisfactory progress is not being made.

4.5.2 An annual report measuring performance against the C&YP Plan will be published by the C&YP Executive following acceptance of the annual Self Assessment of the Annual Performance Assessment.

4.5.3 A summary of progress will also be presented to the C&YP Partnership Annual Conference and widely disseminated.

4.5.4 Partners recognise that their performance in relation to the provision of children's services will be assessed by Annual Performance Assessments and Joint Area Reviews under Section 20 of the Children Act 2004.

4.5.5 Partners commit themselves to co-operating fully with each other in relation to such reviews, including providing to any Partner any information which they have and are legally entitled to disclose, and which that Partner may require in preparation for any such review.

4.5.6 The relevant Public Sector Partner will report to the C&YP Executive on both the planning for, and the results of, any major internal or external reviews of service provision.

4.5.7 The five Outcome Leads will be responsible for collating information for each Outcome required for inspection under the Annual Performance Assessment and reporting on all matters arising on that Outcome to the C&YP Executive. In addition for each Outcome, one of the Special Interest Commissioning Partnerships will act as the lead Partnership and will co-ordinate via the Outcome Lead reports to, and feedback from, the C&YP Executive in relation to that outcome on behalf of the other Partnership working for that Outcome.

4.6. Scrutiny

4.6.1 In the interests of public accountability and transparency, each Partner agrees to provide the relevant Overview/Scrutiny Committee of the City Council with such information about the planning, provision and operation of children and young people's services within Newcastle as the committee may reasonably require to discharge their scrutiny functions.

Partners will not however be required to give:

- Confidential information which relates to and identifies an individual unless the information is disclosed in a format ensuring that the individual's identity cannot be ascertained, or the individual or his or her parent consents to disclosure;
- Any information the disclosure of which is prohibited by or under any enactment;
- Any information, the disclosure of which would breach commercial confidentiality.

4.7. Risk Management

4.7.1 The Partners and Partnerships will ensure appropriate arrangements are developed and maintained for risk management in relation to the provision of services for children and young people in Newcastle. The arrangements will include identifying an individual to take responsibility under the Children's Trust arrangements for maintaining a risk register and an action plan, and for reporting to the Executive Director in relation to all issues relating to risk management.

4.8. Codes of Conduct

Representatives on all the Partnerships and any observers and officers attending their meetings shall comply with any specific code of conduct adopted by that Partnership (or, if there is none, the provisions of the template code of conduct attached as Appendix7) as well as any other specific Code of Conduct which may apply to them through their Partner organisation (e.g. the City Council's Codes of Conduct for both its Members and Officers, the National Health Services Guidance Ethics) to the extent that the same may reasonably and properly be applied to the circumstances of the Partnership

4.9 Access to Information

4.9.1 Meetings of each Partnership will not normally be open to the public without prior agreement by the Partnership, which may also invite other members of staff of any Partner to its meetings.

4.9.2 The minutes of each Partnership will be circulated to its Representatives as soon as possible after the meeting and will be included within the agenda of its subsequent meeting. Some information contained within the minutes may contain personal data and therefore will be reported in the confidential session of the

meetings of the Partnership in accordance with the procedures and protocols promoted by the provisions of the Data Protection Act 1998.

4.9.3 The C&YP Executive will provide a summary report of each of its meetings for public circulation including publication on the City Council's Children's Services website.

4.9.4 The City Council shall publish an Annual Review of the C&YP Plan.

4.10. Conflict/Disputes Resolution (see flow chart in Appendix 8).

4.10.1 The underlying principle is that any dispute between Partners or Representatives ought to be handled if at all possible without the need for formal procedures. Discussion between Partners at the earliest stage should enable disputes to be resolved speedily.

If Partners are unable to agree a resolution informally, the decision will be postponed whilst further information or advice is sought from relevant Partners to allow for further consideration and a decision to be made.

The advice of the Lead Member or the C&YP Partnership Coordinator may be sought at any stage to assist in resolving disputes.

Where services are commissioned or delivered beyond Newcastle boundaries advice may be sought from appropriate individuals to assist in resolving disputes.

4.10.2 Any Partnership may refer a dispute which it finds itself unable to resolve to the C&YP Executive who will try to reach agreement through compromise and consensus.

4.10.3 In exceptional circumstances a matter may be referred to the Executive Director and the Chief Executive of each of the Partners involved in the dispute and a decision will be reached by them. If no agreement can be reached by them, the Executive Director shall make any decision she considers appropriate to finally determine the matter.

4.10.4 Where a dispute involves another Delivery Partnership (or a sub-partnership) of the Newcastle Partnership, the matter will be referred to the Newcastle Partnership Delivery Board and then to the Newcastle Partnership Board.

4.11 Alterations to the Governance Agreement

4.11.1 The City Council will be entitled to vary this Governance Agreement as it thinks necessary but will not do so without first consulting the C&YP Executive and shall endeavour not to do so without the prior approval of the C&Y Executive although the ultimate decision for any change will rest with the City Council.

4.11.2 No amendment may be made to this Governance Agreement which would conflict with any legislation, regulations or standing orders of any of the Public Sector Members.

4.11.3 The terms and operation of this Governance Agreement shall be reviewed by the C&YP Executive and the Partners within twelve months of its initial adoption and at least every three years thereafter.

Part 5 General Responsibilities of Representatives and Partners

5.1 General Responsibilities of Representatives

All Representatives on the Partnerships (including any person who attends a meeting as a substitute for a Representative) shall contribute to the efficient working of the Partnership and in particular are required to:

- Represent the views of their Partner, agency or stakeholder group as appropriate;
- Provide factual information about the role of their Partner or agency and its work, or about the needs of their stakeholder group;
- Work with other Representatives and Partners to implement the Children's Trust arrangements and the shared vision set out in the C&YP Plan;
- Accept that all Representatives and Partners have an equal status and that the main concern of all is improving outcomes for children, young people and their families;
- Demonstrate commitment to the participation of parents carer, children and young people;
- Demonstrate commitment to joint working, and to act as a champion of it within their Partner agency or sector;
- Work collaboratively to respect diversity;
- Ensure their knowledge of children's services is regularly updated;
- Contribute to the development of key strategies.
- Scrutinise and challenge information received;
- Prepare for meetings by reading papers, attending promptly, regularly and for the full time;
- Where a Representative is a member of more than one Partnership he/she will champion the needs of children and young people and act as a strong communication link between the partnerships identifying areas for collaboration and joint working.

5.2 General Responsibilities of Partners

Each Partner in the Partnerships shall seek to endorse and promote the objectives referred to in that paragraph and ensure that their Representatives are given every support and encouragement to comply with them.

Part 6 Specific Functions and Responsibilities of Partnerships

6.1 C&YP Executive

6.1.1 General

All Partners and Representatives are expected to act in accordance with the aims, principles of cooperation, commitment to participation with children, young people and their families and terms of this Governance Agreement.

6.1.2 Membership

The membership of the CY&P Executive shall be as follows:

Executive Director of Children's Services –	ex officio Chair
Lead Member for Children's Services	
Transformational Change Lead Member	
Newcastle Children's Services Authority	3 representatives
Newcastle Youth Offending Team	1 representative
City Council Strategic Housing	1 representative
City Council Environment and Regeneration Directorate	1 representative
Newcastle Acute Hospitals Trust	1 representative
PCT Directorate of Community Services	1 representative
PCT Public Health	1 representative
Northumberland, Tyne and Wear Hospital Trust	1 representative
Learning and Skills Council	1 representative
Northumbria Police	1 representative
Newcastle College	1 representative
Newcastle Primary and Nursery Schools	1 representative
Newcastle Secondary Schools	1 representative
C&YP Strategic Partnership Coordinator	1 representative
Voluntary Sector	2 representatives

The C&YP Executive will be entitled to invite any other relevant body to become a Partner represented on it.

6.1.3 Functions of the C&YP Executive

- (a) Oversee the development and implementation of the C&YP Plan.
- (b) Assist the City Council in establishing and operating databases containing information described in the Act in accordance with regulations made by the Secretary of State.
- (c) Consider the report of the Joint Area Review and other inspection reports relating to children and young people.
- (d) Secure integrated commissioning and resource accountability at a strategic level and take a collective view on when resources should be pooled or aligned to promote greater integration.

(e) Consider recommendations from Special Interest Commissioning Partnerships, Locality Partnerships and the Local Safeguarding Children Board on resource allocation.

(f) Influence decisions on the commissioning and decommissioning of multi agency services for children and young people having regard to the need to safeguard and promote the well-being of children and ensure such decisions are in accordance with these governance arrangements.

(g) Influence decisions on reshaping existing service organisation (including the potential for merging partnerships or services) with the objective of creating better co-ordinated services, a clearer focus on children and families and a stronger emphasis on early intervention and prevention of poor outcomes.

(h) Seek grants and other funding from all appropriate sources to further develop and deliver services to children and young people according to the CY&P Plan.

(i) Provide regular reports and updates to the Newcastle Partnership about progress in improving outcomes for children young people and their families.

(j) Oversee the implementation of participation strategies for involving children and young people and their families and carers in the Children's Trust arrangements.

(k) Commission and oversee the development of strategies and receive progress reports on their implementation for improving services to children, young people and their families.

(l) Set up project groups to undertake particular projects on its behalf in order to realise the objectives of Every Child Matters and the National Service Framework for Children, Young People.

(m) Organise periodic meetings of senior managers from the voluntary public, private and community sectors to examine progress in achieving each of the Outcomes described in the Children Act 2004.

(n) Organise an Annual Partnership Conference which will be open to all stakeholders in children's services including parents, carers, children and young people.

The primary purpose of the Annual Partnership Conference is to further the accountability of the Partners to stakeholders. In order to fulfil this role the Annual Conference will contribute to:

- Reviewing the implementation of the C&YP Plan;
- Identifying priorities for children's services;

Recommendations from the Conference will be considered by the C&YP Executive.

6.1.4 Decision Making

6.1.4.1 The C&YP Executive will meet as required but not less than six times in each financial year.

6.1.4.2 It shall be chaired by the Executive Director.

The Vice Chair shall be elected every second year by the members of the C&YP Executive and will be a Representative from a Partner other than the City Council.

6.1.4.3 It will be quorate with representation from four different Partners provided either the Chair or Vice Chair is present.

6.1.4.4 Representatives on the CY&P Executive who represent Partners with responsibility for commissioning and Representatives from the Special Interest Commissioning Partnerships will meet in separate session from time to time to agree the commissioning intentions.

Those meetings will be aligned with the budget cycle.

6.1.4.5 Agenda papers will be sent out at least 5 working days before each meeting.

Minutes shall be taken and will be a record of the meeting. The minutes will be published on the Children Services website and included on the agenda for the next meeting.

6.1.4.6 Decisions of the C&YP Executive will where at all possible be reached by general consensus but if in the Chair's view a consensus cannot be reached and the decision cannot reasonably be deferred for further consideration and discussion, then the Executive Director will make a decision having taken account of the views of the meeting

6.2 Local Safeguarding Children Board (LCSB)

6.2.1 The City Council has established the Local Safeguarding Children Board in accordance with Section 13 of the Children Act 2004. Its principal statutory objective is to coordinate and ensure the effectiveness of action by each person or body represented on the Board to safeguard and promote the welfare of children in Newcastle with particular reference to protecting them from harm and neglect. A detailed statement of the Board's functions, as well as its governance arrangements, are set out in its Constitution.

The work of the Local Safeguarding Children Board fits within the wider context of the Children's Trust arrangements whose aim is to improve the overall well-being (as represented by the five Outcomes) for all children and young people in Newcastle.

6.2.2 The LCSB will have primary responsibility for the safeguarding and promotion of the welfare of children in Newcastle. This will include a function of

scrutinising the work of the C&YP Executive to ensure compliance with the safeguarding objective.

6.2.3 Whilst the work of LCSB contributes to the wider goals of improving the well-being of all children, it has a particular focus on aspects of the 'Staying Safe' Outcome and will report on progress in meeting this Outcome to the C&YP Executive from time to time.

6.2.4 The LCSB has the right, under these governance arrangements, to place any issue, paper, or report on the agenda for the next meeting of the C&YP Executive (or to request a special meeting of that Executive if the urgency of the matter so demands), and to nominate one or two members of the LCSB to attend and speak at the relevant meeting of the Executive.

6.3 Locality Partnerships and Integrated Services Steering Group

6.3.1 General

At least one Locality Partnership will be established in each locality of the city as designated for the purpose of these arrangements. Whilst the intention is to devolve responsibility to the Locality Partnerships, there is agreement that there should be a coordinating group to ensure consistency of approach. The co-ordinating group is known as the Integrated Services Steering Group.

The specific Terms of Reference adopted by that Group and by each individual Locality Partnership will give more details of their functions and governance arrangements.

6.3.2 Membership of Locality Partnerships

The membership of each Locality Partnership may be drawn from a wide range of organisations e.g. schools, faith groups, voluntary sector, Community Empowerment Network, parents, children and any other local community body either within or serving a local area.

Many voluntary sector projects and services such as Children's Centres have been effective in building and developing community involvement. Children and parents who are involved in the development of local services are more likely to use and benefit from them. Locality Partnerships must seek to build on the strong foundation of participation in service design.

6.3.3 Functions of the Locality Partnerships

Each Locality Partnership shall:

- (a) Contribute to the C&YP Plan and the Local Area Agreement by ensuring:
 - An assessment of need for the locality that is regularly updated;
 - The needs assessment reflects the views of children and young people, their families and the local community including schools;

- The assessment of need in its locality will contribute to the Joint Strategic Needs Assessment;
 - The identification of the priority needs for the locality;
- (b) Plan a pattern of service delivery within the locality which promotes early intervention and prevention and takes account of the overall priorities of the CY&P Plan.
- (c) Encourage and try to ensure the active participation of children and parents in its work.
- (d) Commission early intervention and prevention services for children in the locality in accordance with the Commissioning Standards and Commissioning Framework developed as part of the Transformation Programme.
- (e) Make recommendations to the other Partnerships (including the C&YP Executive) regarding the commissioning of services for children in the locality in accordance with the priorities of the C&YP Plan.
- (f) Contribute to the development and implementation of strategies underpinning the C&YP Plan.
- (g) Contribute to the development of the workforce to meet the needs of children and families in the locality.
- (h) Contribute to the performance monitoring and review of services.
- (i) Provide a forum for managers and decision makers to obtain support for their role as change champions.

6.3.4 Membership of the Integrated Services Steering Group

The membership of the Integrated Services Steering Group will come from a wide range of agencies and sectors:

Schools
 School Governors
 Primary Care Trust
 Newcastle Hospitals Trust
 City Council Education Inclusion Services
 Connexions
 Police
 Children's Centres/Extended Services through Schools
 Housing
 Voluntary Sector
 Community Empowerment Network

The Integrated Services Steering Group will be entitled to invite any other relevant body to become a Partner represented on it

6.3.5 Functions of the Integrated Services Steering Group

The Group's functions shall be to:

- (a) Drive forward the integration of frontline delivery of early integration and prevention activities and services.
- (b) Ensure effective roll-out of integrated processes and training such as common assessment and information sharing.
- (c) Champion change within agencies to improve outcomes for children and young people.
- (d) Develop processes to support the reshaping of resources.
- (e) Ensure the assessment of need for early intervention and prevention in each locality is represented in the CY&P Plan and informs decisions about the commissioning of services throughout the Children's Trust arrangements.

6.3.6 Decision Making by Locality Partnerships and Integrated Services Steering Group

6.3.6.1 Each Locality Partnership and the Integrated Services Steering Group will agree the frequency of their own meetings but this will not be less than four times annually. They will be quorate with eight Representatives provided either the Chair or Vice Chair is present.

6.3.6.2 The Locality Partnership will nominate a Chair and Vice Chair at the initial meeting. They will be elected bi-annually. The Chair of the Integrated Services Steering Group will be the City Council's Head of Children and Young People in the Community.

6.3.6.3 Agenda papers will be sent out at least 5 working days before each meeting.

Minutes shall be taken at meetings and will be a record of the meeting and will be published on the Children's Services website and included on the agenda of the next meeting. A summary of the meeting will also be published on the Children's Services website.

6.3.6.4 Members of staff of Partners, or of the public, may be invited to attend meetings as appropriate

6.3.6.5 The working of the Locality Partnerships and the ISSG is based on consensual decision making. However if in the Chair's reasonable opinion a general consensus cannot be reached but the decision cannot reasonably be deferred for further consideration and discussion by the Partners, then the matter will be put to the vote and a decision made by a simple majority of those present and voting.

6.4 Commissioning Partnerships

6.4.1 General

All the Partners will commission services from time to time and as such are regarded as Commissioning Partnerships. A list of all those Partners who commission services and their key contacts is given in Appendix 1. Services to children and families in Newcastle are funded from a range of different budgets held by different organisations. Decisions to commission services will continue to be made at many different levels and through a variety of structures. For example:

- Decisions by single agency or individual school or children's centre or practice based commissioning group;
- Decisions by Locality Partnerships with regard to services for children with some additional need;
- Decisions by a partnership with responsibility for particular groups such as Teenage Pregnancy or CAMHS. These are known as Special Interest Commissioning Partnerships

All Partners involved in commissioning are expected to act in accordance with the aims, principles and terms outlined in this Governance Agreement.

To ensure consistency of provision and equity in commissioning all commissioning Partners will adhere to the Commissioning Standards and the Commissioning Framework which are being developed as part of the Transforming Outcomes Programme.

Some services are commissioned on a regional or sub-regional basis and partners will need to ensure appropriate links are made into these processes.

Some services, particularly services for children with additional needs, will be commissioned by the Locality Partnerships and Special Interest Commissioning Partnerships will need to take account of these decisions .

Appendix 3 identifies those Partnerships which are Special Interest Commissioning Partnerships and which of the Outcomes their work relates to.

6.4.2 Functions of Commissioning Partnerships

The specific functions of Commissioning Partnerships are:

- (a) To commission and decommission services for the particular community or group the Partnership is set up to serve.
- (b) To commission and decommission services with respect to the priorities identified in the C&YP Plan and the North of Tyne Local Delivery Plan.

(c) To ensure multi agency projects and services in receipt of external funding for children and young people have a commitment to achieve best value and to continuous improvement.

(d) To provide information on commissioning intentions to the C&YP Executive.

(e) To ensure all providers adhere to the commissioning standards and that their plans contribute to the implementation of the Newcastle Plan for Children and Young People.

6.4.3 Decision Making of Special Interest Commissioning Partnerships

Individual Special Interest Commissioning Partnerships will agree the frequency of their meetings and adopt suitable Terms of Reference, as approved by the C&YP Executive, clarifying their functions and how they will operate.

Agenda papers will be sent out at least 5 working days before each meeting.

Minutes shall be taken and will be a record of the meeting and will be published on the Children Services Website and included on the agenda of the next meeting.

Representatives must adhere to the requirements of paragraph 4.8 of this Agreement and in particular will ensure that whenever they have a personal pecuniary interest relating to any matter which is the subject of discussion or decision at the Commissioning Group they shall leave the meeting and not take part in any discussion or vote on the matter..

6.5 Newcastle City Council

The City Council, as well as being the responsible Children's Services Authority, will also act as the accountable body for the Children's Trust arrangements.

6.6 Local Strategic Partnership

The Local Strategic Partnership (Newcastle Partnership) was introduced by the Local Government Act 2000 and is the overarching partnership in Newcastle bringing together all local delivery partnerships, namely:

- Children and Young People's Strategic Partnership;
- Safe Newcastle;
- Health and Well-being Partnership;
- Housing and Environment Partnership;
- Economy Work and Skills Partnership.

The role of the Newcastle Partnership is to provide strategic coordination for the City, setting the key priorities and ensuring the Sustainable Community Strategy and the Local Area Agreement (LAA) are agreed and delivered.

The C&YP Plan will inform the Sustainable Community Strategy and the Local Area Agreement.

The C&YP Partnership will have responsibility for the delivery of the children and young people's block of the Local Area Agreement and the children and young people's theme of the Sustainable Community Strategy.

A number of sub-partnerships will deal with cross-cutting priorities and will be accountable to more than one Delivery Partnership of the Newcastle Partnership. In this situation a lead partnership may be agreed and all the Delivery Partnerships will receive reports.

The structure of the Newcastle Partnership, showing the C&YP Partnership as one of the five Delivery Partnerships responsible to the Delivery Board, is at Appendix 4.

6.7 Advisory Groups

Groups representing the interests of particular groups, communities or areas of expertise will provide advice to the C&YP Executive, the LCSB, the Locality Partnerships and the Special Interest Commissioning Partnerships on topics that impact on them.

They may also act as reference groups or provide support to members of those.

Many advisory/interest groups are informal networks of practitioners, volunteers, parents and carers, children and young people, meeting to consider specific topics, sharing information and best practice.

Advisory Groups are not usually decision making bodies but will often make recommendations to the appropriate partnership.

A wide range of groups fulfil this function and a list of many of them is attached at Appendix 2.

Advisory Groups often make a significant contribution to the development of key strategies and policies e.g. the C&YP Plan.

APPENDIX 1

List of Partnerships

Commissioning	Chair of Partnership	Key Contact
Children and Young People's Strategic Partnership Executive	Catherine.fitt@newcastle.gov.uk	carol.hambling@newcastle.gov.uk
Local Children Safeguarding Board	Catherine.fitt@newcastle.gov.uk	Sue.Kirkley@newcastle.gov.uk
Youth Offending Board	Catherine.fitt@newcastle.gov.uk	Rod.Stapley@newcastle.gov.uk
Integrated Services Steering Group	Ruth.rogan@newcastle.gov.uk	Jayne.moules@newcastle.gov.uk
Locality Partnerships		
Locality Partnership East	Jayne.moules@newcastle.gov.uk	Jayne.moules@newcastle.gov.uk
Locality Partnership Central 1	Jeanette.brown@newcastle.gov.uk	Jeanette.brown@newcastle.gov.uk
Locality Partnership Central 2	Jeanette.brown@newcastle.gov.uk	Jeanette Brown@newcastle.gov.uk
Locality Partnership North and West	Jamie.spence@newcastle.gov.uk	Jamie.spence@newcastle.gov.uk
Special Interest Commissioning Partnerships		
Early Childhood Services Partnership		helen.woodwaters@newcastle.gov.uk
Local Education Partnership (LEP)		Ray.steele@newcastle.gov.uk
Child Health Commissioning Group	Aileen.fitzgerald@newcastle-pct.nhs.uk	Aileen.fitzgerald@newcastle-pct.nhs.uk
High Care Needs Partnership	Pat.thompson@newcastle.gov.uk	Pat.thompson@newcastle.gov.uk
CAMHS Partnership	Aileen.fitzgerald@newcastle-pct.nhs.uk	Louise.macandrew@newcastle-pct.nhs.uk Andy.roberts@newcastle.gov.uk
Schools Forum	barbara.redhead@wyndham.newcastle.sch.uk	helen.warriner@newcastle.gov.uk
Education Improvement Partnership	david.pearmain@kenton.newcastle.sch.uk	ray.steele@newcastle.gov.uk
CWD and Special Needs Management Partnership	Pat.thompson@newcastle.gov.uk	Pat.thompson@newcastle.gov.uk
Multi-agency Looked After Children Partnership	Ruth.rogan@newcastle.gov.uk	Karen.simmons@newcastle.gov.uk
Play Partnership	k.l.g@blueyonder.co.uk	Una.macdermott@newcastle.gov.uk
Teenage Pregnancy and Parenthood Partnership Board	alla.mason@newcastle.gov.uk	alla.mason@newcastle.gov.uk
DnA Young People's Commissioning Group	Ruth.rogan@newcastle.gov.uk	di.robertson@newcastle.gov.uk
Connexions Local Management Group		s.morgan-evans@connexions-tw.co.uk
14-19 Learning Partnership		Melanie.bear@newcastle.gov.uk
Behaviour Improvement Partnership Steering Group		Linda.mason@newcastle.gov.uk
Low Incidence Commissioning Group		Pat.thompson@newcastle.gov.uk
Maternity Partnership	Malathi.Natarajan@newcastle-pct.nhs.uk	Aileen.fitzgerald@newcastle-pct.nhs.uk
Hidden Harm		di.robertson@newcastle.gov.uk
Domestic Violence Partnership	Jacque Sirs	Sue.kirkley@newcastle.gov.uk
Diocesan Education Board (RC & C of E)		Robin.harvey@newcastle.gov.uk

APPENDIX 2

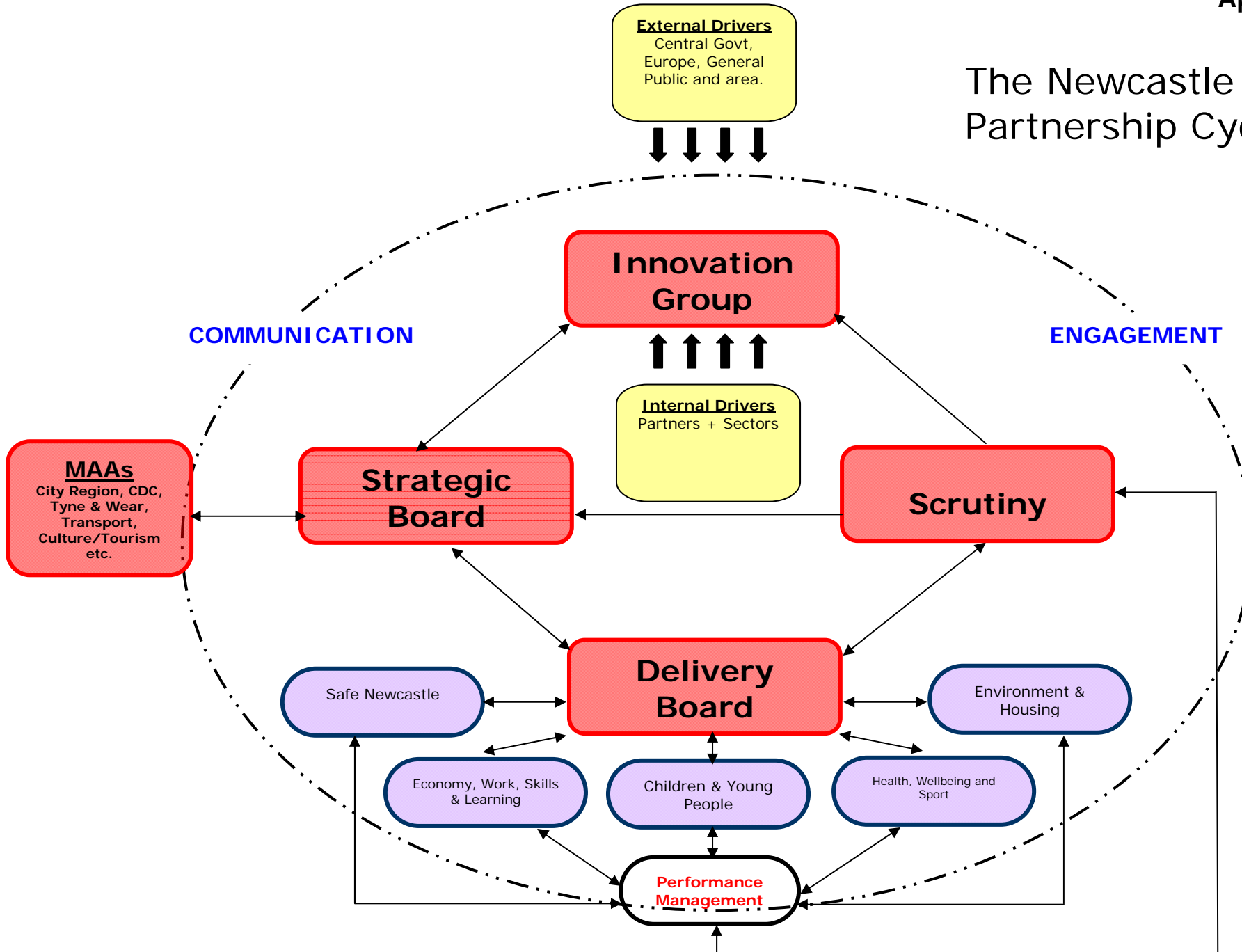
List of Advisory Groups

Advisory Group	Key Contact
Adult Education & Family Learning Strategic Partnership	
Standing Conference on Planning in Education (SCOPE)	John.Collings@newcastle.gov.uk
Children's & Young Peoples Participation Steering Group	Nick.brereton@newcastle.gov.uk
Homeless Forum	
Parents Carers Participation Group Steering Group	Jaqui.adams@newcastle.gov.uk
Voluntary Sector Reference Group	Martin.gollan@cvsnewcastle.org.uk
National Child Minding Association	
Integrated Youth Strategy Steering Group	s.morgan-evans@connexions-tw.co.uk
Newcastle School Governors Association	Helen.richardson@newcastle.gov.uk
Newcastle Action for Parent and Toddler Groups	Karen@napi.org.uk
Voluntary Sector Youth Forum	Pam.jobbins@cvsnewcastle.org.uk
Anti-bullying Steering Group	Michelle.crawford@newcastle.gov.uk
CHYPING IN	Pam.jobbins@cvsnewcastle.gov.uk
Sex and Relationship Task group	Linda.mason@newcastle.gov.uk
Access to Sexual Health Services Task Group	Diana.robertson@newcastle.gov.uk
Support for Teenage Parents Task Group	Jacqui.sirs @barnardos.org.uk
Teenage Pregnancy Media Task Group	Peter.holt@newcastle.gov.uk
Newcastle Schools Sport Partnerships	Dot.Anderson-Cryer@newcastle.gov.uk
Newcastle School Sports Association	Dot.Anderson-Cryer@newcastle.gov.uk
Autism Strategy Group	Pat.thompson@newcastle.gov.uk
Scotswood Joint Working Team	Robin.harvey@newcastle.gov.uk
ICT in Schools	Mike.donnelly@newcastle.gov.uk
Healthy Food Group	Pauline Starr@newcastle.gov.uk
Federation of Music Services (FMS)	Steve.halsey@newcastle.gov.uk
Gurukul	Steve.halsey@newcastle.gov.uk
Respect	Sue.miller@newcastle.gov.uk
Parent Advisory Group	Sue.miller@newcastle.gov.uk

Appendix 3
Relationship between the Partnerships, the Advisory Groups and the Five Outcomes

C&YP Executive				
Be Healthy Outcome Lead Aileen Fitzgerald Andy Roberts	Stay Safe Outcome Lead Karen Simmons Sue Kirkley	Enjoy and Achieve Outcome Lead Karen Bower Ray Steele	Positive Contribution Outcome Lead Linda Mason Ruth Rogan	Economic Wellbeing Outcome Lead Ray Steele Sara MorganEvans
Special Interest Commissioning Partnerships				
Child Health Commissioning Group	LSCB	Education Improvement Partnership	Integrated Youth Strategy Steering Group	14-19 Learning Partnership
CAMHS Partnership	Hidden Harm	Schools Forum	YOT Board	Connexions LMC
CWD and Special Needs Management Partnership	D V Forum	School Behaviour and Attendance Partnership	D'n'A Partnership	Learning and Skills Council
High care Needs	MALAP	Local Education Partnership		
Teenage Pregnancy and Parenthood Partnership Board		Play Partnership		
Maternity partnership		Schools Forum		
Low Incidence		Diocesan Education Board		
Children's Centres				
Locality Partnerships				
Advisory Groups				
Alcohol Strategy Project Board		Toy Library	C&YP Participation Steering Group	Adult Ed. & Family Learning Partnership
Childhood obesity Group	Childhood accident prevention	School Governors Association	Parent & Carer Participation Steering Group	National Childminding Association
Children and Families Forum		SCOPE	Youth Forums	
Healthy Schools	Anti-Bullying Steering Group	Newcastle School Sports	Children Decide	
Healthy Foods Forum			Investing in Children Groups	
Sexual Health task Groups			Homeless Forum	
			Respect	
Parent Advisory Group				
Voluntary Sector Reference group/Voluntary Youth Sector Forum				
National Association Playgroups				
Newcastle Action for Parent and Toddler Groups				
Locality Networks				

The Newcastle Partnership Cycle



Appendix 5

Core Standards and Guiding Principles for Participation with Parents and Carers

All the standards and principles are based on what parents and carers have said are important in order for them to be involved.

For the purpose of this document a standard is:

The benchmark on which we will measure a successful outcome for participation

A principle is:

The beliefs, values and attitudes needed to underpin each standard

1. Work in Partnership

- Joint decision making processes
- Honest and open dialogue
- Promote a culture of mutual respect
- Value everyone's knowledge and expertise
- Use what you learn from working in partnership with parents and carers to influence changes in your ways of working, to achieve better outcomes

2. Support parent and carer involvement

- Training for parents and carers to develop skills and confidence
- Produce consistent and equitable reward and recognition policies for parents and carers involved
- Times of events and meetings to suit parents needs
- Friendly and welcoming environment for all
- Ensure consideration has been given to issues such as childcare, transport and interpreters

3. Access to information and services

- Avoid jargon and abbreviations
- Use a variety of methods to communicate
- Information that's readable and relevant
- Accessible directory about services

4. Be clear about the purpose for involving parents and carers

- Be clear about where, when and how parents and carers can be involved.
- Make sure all processes are transparent from the start.
- Be clear and honest about who makes the final decisions and where parents and carers fit into the process.
- Show where parents and carers can influence planning and decision making processes and where they can not.
- Produce guidance for parent and carer rights and responsibilities within your service
- Make sure the task is in proportion to parent and carers abilities

- Make sure parents and carers can make informed choices about how to be involved
- 5. Give feedback about the outcome of parents and carers involvement in appropriate ways**
- Provide effective feedback by using a variety of ways to suit parents and carers needs
 - Establish a mechanism for involving parents and carers in reviewing your service
 - Give ongoing feedback of how parents and carers views have been considered
- 6. Recognise and overcome barriers to involvement**
- Make every effort to include the widest possible range of people in your work
 - Value the contribution, expertise and time of parents and carers
 - Make sure parents and carers have the opportunity to identify their own needs
 - Develop a culture which promotes equal opportunities for parents and carers to get involved
 - Acknowledge the difference in power relationships between service providers and parents and carers who access services
 - Set up audit and monitoring systems to make sure involvement can be formally assessed

APPENDIX 6

Voluntary Sector Participation in the Children's Trust Arrangements

The Voluntary Sector is essential to the development of the Newcastle Children's Trust arrangements. It provides much of the direct work in Newcastle with children and families, especially in preventive services, but increasingly in contracts with the statutory agencies. The Voluntary Sector is not only a significant provider, but can secure grants and other funding streams, and can commission services. It can reflect the needs of communities and can empower communities to increase their capacity to meet their own objectives. The range of organisations reflects the vibrant diversity of the voluntary sector.

In line with guidance for Children's Trust arrangements, and to reflect the expectations from Government, and as set out in national and local COMPACT arrangements, the voluntary sector will play a full part in the Newcastle Children's Trust arrangements.

In Newcastle, the sector has been organised through two network organisations:

Newcastle Council of Voluntary Services (NCVS), which supports the:

- Voluntary Sector Youth Forum;
- Voluntary Sector Reference Group.

These networks will produce representatives to the C&YPSP Executive, Locality Partnerships, Commissioning Partnerships and all other levels of strategic and service planning groups.

NCVS also coordinates voluntary sector involvement and engagement in the implementation, delivery and review of Newcastle Children's Services Workforce Strategy as part of the Children's Workforce Development Council Partners programme 2007-10

Representatives will accept the Role Description below and will be responsible for communicating with other voluntary organisations in an attempt to secure the wider voice of the Sector, and to encourage adoption of best practices and approaches being developed by the Children's Trust.

Voluntary Organisations will also be invited to take part in thematic sub-groups where they have specific knowledge, expertise and/or connection with service users and their communities.

Process of selection / nomination

Arrangements for securing appropriate representation will be as appropriate for each strategic planning or implementation group, but will include:

- A representative nominated to the C&YPSP Executive via NCVS
- A representative nominated C&YPSP Executive by the Voluntary Sector Youth Forum

To ensure continuity of representation, but to open potential for new representatives, it is envisaged that members will serve for 2-3 years on any Board or Partnership.

Status of Representatives

Where anyone from the voluntary sector is acting as a representative of the voluntary sector as a whole, for part of the sector, as a provider of services, or representing a voluntary sector perspective the partnership should be clear about the mandate of the people concerned and this should be stated in partnership Terms of Reference.

Where a voluntary sector member of a partnership is formally representing part or the whole of the sector it is expected that they will make use of the Voluntary Sector Youth forum, the Voluntary Sector Reference Group as well as the NCVS mailing list to seek the views of and feedback to colleagues.

Role Description

Purpose

To contribute to strategic planning of children and young people services giving the perspective of the voluntary sector.

Key responsibilities

The key responsibilities of the voluntary sector are to:

- Promote the Newcastle Compact;
- Work to achieve the outcomes within Every Child Matters and Newcastle's Plan for Children and Young People;
- Promote the value of maintaining the ethos, independence and diversity of the sector within the context of collaborative partnership work;
- Ensure that all partners within Newcastle Children's Trust arrangements are aware of key issues affecting the voluntary sector both locally and nationally;
- Facilitate effective two way communication between the partnerships that make up the Children's Trust arrangements and voluntary organisations, using the sector infrastructure arrangements – specifically NCVS (through the voluntary sector Youth Forum and the Voluntary Sector Reference Group) NCVCCO and any other networks of support;
- Bring to the table the expertise and the value of the voluntary sector in strategic development and in service provision;
- Promote the voice of children, young people and families as equal and valued partners in all processes.

Person Specification for Voluntary Sector Representatives

Knowledge

- Knowledge of the key issues and drivers affecting the development of universal and targeted children and young people services across the age range
- Knowledge of relevant legislation
- Developments within wider Voluntary & Community Sector, including COMPACT arrangements

Experience

- Experience of managing or contributing to organisational developments
- Experience of partnership development

Skills and qualities

- Commitment to promoting the interests of the sector as a whole
- Able to work in an even handed, open and transparent manner
- Confident and positive communication skills
- Able to challenge effectively
- Able to absorb the required information, attend meetings, and disseminate and communicate to others as needed.

Expected workload

This may vary, but will involve regular attendance at the required meetings, preparation for agenda, presentation of reports, feedback to sector etc.

APPENDIX 7

PARTNERSHIPS - CODE OF CONDUCT - TEMPLATE

Introduction

This template is a suggested code of conduct for adoption by Partnerships in which the City Council is involved and is represented either by members or officers.

It is recognised that the members of these Partnerships may well be subject to codes of conduct of their own organisations, for example, City Council members and officers will be subject to the Members' Code of Conduct and the Officers' Code of Conduct respectively even when acting on an outside body. However, this template is suggested as a basic code of conduct which any Partnership could adopt to supplement the code of any individual partner agency.

Partnerships may already have adopted their own code of conduct, but this is suggested for those who have not.

Nolan's Seven Principles of Public Life

The Committee on Standards in Public Life is an independent committee which makes recommendations to the Prime Minister. It was set up in October 1994 under the chairmanship of Lord Nolan to examine concerns about standards of conduct in public office, and its remit was extended in November 1997 to cover the funding of political parties.

Lord Nolan developed some general principles which should be adhered to in public office. Although not all partnerships may strictly be public bodies, nevertheless those partnerships with which the City Council is involved will usually be operating for the public benefit and for the interests of the local community. Therefore it is important that partners and their representatives do adhere to these principles of public life. Those principles are set out as an Schedule to this code of conduct.

CODE OF CONDUCT

1. Any member or representative on the Partnership shall comply with the following standards of conduct:
 - You must treat others with respect.
 - You must not bully any person.

- You must not conduct yourself in a manner which could reasonably be regarded as bringing the Partnership into disrepute.
 - You must not use or attempt to use your position as a member of the Partnership improperly to secure for yourself, or any other person, an advantage or disadvantage.
2. If the Partnership is considering any particular matter or making any decision about a matter where the decision may affect you as an individual more than it would affect other people, then you should declare an interest.

You must not take part in the decision making if you have a prejudicial interest.

You will have a prejudicial interest if:

- (a) the matter will affect your financial position or that of a “close relative”, and
- (b) your interest is so significant that a member of the public would reasonably think that you would not properly be able to exercise your judgement in the best interests of the Partnership.

In this paragraph, “close relative” means a spouse, partner, parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the preceding persons; and “partner” means a member of a couple who live together.

3. In your capacity as a member of the Partnership, you must not accept any gift (except a token gift) and you must not accept any hospitality unless it is reasonably incidental to the legitimate business of the Partnership.

Schedule to the Template Code of Conduct

The Seven Principles of Public Life

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out business, including making public appointments, awarding contractors, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

APPENDIX 8

Partnership Disputes Procedure

Flow chart summary

