

# Herefordshire Children's Trust Outcome Groups

## Terms of Reference

### Purpose:

- THE vehicle for shaping and improving children's services in the county
- Drives continuous improvement in outcomes for children and young people
- Plans and commissions services
- Manages performance and delivery

### Operating Principles:

- All strategic commissioning decisions, particularly those involving more than one agency, will be made through the Children's Trust
- Partners will align individual plans to the Children and Young People's Plan
- Partners will align, and where appropriate, pool budgets to enable joint commissioning of services
- The involvement and engagement of children, young people and their families will be a consistent part of the Children's Trust work
- Partners will work together to actively manage risk
- The voice of service providers will be considered in planning and commissioning decisions
- Performance will be actively managed and challenged
- Equality and diversity will be a consistent consideration across the Children's Trust
- Partners will act in accordance with any frameworks agreed by the Children's Trust e.g. performance, communications, commissioning

### 1. Background

There will be five outcome groups each supporting the Every Child Matters outcomes of:

- Be Healthy
- Stay Safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

NB

The Stay Safe outcome group role is currently undertaken by the Herefordshire Safeguarding Children Board (HSCB), which is a statutory body with its own Terms of Reference and business arrangements. However the Children's Trust will want to be assured by the HSCB that effective and quality arrangements are in place for safeguarding and promoting the welfare of children. To that end there will be constructive challenge and scrutiny between the HSCB and Children's Trust.

## **2. Purpose**

Through the five outcome groups, to ensure delivery of the priorities identified within the Children and Young People's Plan, and subsequent delivery plans.

The Outcome Groups are accountable to the Children's Trust Board and Management Group in the achievement of their objectives.

The Outcome Groups will therefore ensure the overarching purpose and principles for the Children's Trust are adhered to (above).

## **3. Objectives**

- To develop, implement, deliver, review and update the outcome groups' delivery plans to support the overarching Children and Young People's Plan (CYPP).
- To actively engage, as appropriate, with all partners in the statutory, voluntary and independent sectors.
- To engage and consult with children, young people and their families / carers in developing services.
- To co-ordinate and deliver any tasks or projects that are assigned to each outcome group by the Management Group and / or Board
- To report monthly, through the chair of each outcome group, to the Children's Trust Management Group.
- To effectively commission services, within agreed parameters, set by the Management Group and / or Board.

## **4. Work Programme**

- To contribute to the needs assessment and analysis work of the Children's Trust
- To produce an annual delivery plan to ensure achievement of the overarching CYPP.
- To performance manage and hold to account assigned lead officers to deliver on actions in the delivery plan
- To escalate issues of achievement, as necessary, to the Management Group for consideration and resolution.
- To ensure cross-cutting themes and vulnerable groups of children and young people are considered and included within their work.
- To manage resources, like the Area Based Grant, within delegated limits, to support the group's delivery plan and LAA targets.

- To produce reports and recommendations for consideration by the Children's Trust Management Group on proposals for service review, development, action planning and performance. This will include the allocation of resources, commissioning and the pooling and aligning of budgets, where appropriate, to improve service delivery and provide greater value for money.
- to provide a progress / update report for The Board.

### **5. Accountability**

The Children's Trust Outcome Groups will be accountable to the Children's Trust Management Group and ultimately to the Children's Trust Board, and the Director of Children's Services.

### **6. Membership**

Outcome and any implementation groups should meet the criteria of having broad sector representation and should cover all the age ranges necessary to meet the outcomes required.

Membership will be cross agency, as appropriate from:

- NHS Herefordshire, Herefordshire Hospitals Trust, GPs
- Herefordshire Council (including Heads of Service)
- Youth Offending Service
- West Mercia Police
- Probation Service
- Early Years settings
- Schools (primary, secondary, specials, Academies)
- Colleges and 6<sup>th</sup> forms
- Job Centre Plus
- Employers and work based learning providers

Membership should always include third sector representatives and shadow board members.

The Chair of each outcome group will be:

Be Healthy – Assistant Director of Public Health – Health Improvement

Enjoy and Achieve - Head teacher/Deputy Head teacher or teacher.

Positive Contribution – Head of Youth Offending Services

Economic Well-being – Chief Executive, Herefordshire Group Training Association

The Vice Chair of the Outcome Group should be elected by the group on an annual basis.

### **7. Responsibilities of being a representative**

All members of the Children's Trust will:

- be clear who they are representing and their role
- feed in views of their host agency
- take back and act on decisions / issues from the Children's Trust
- attend meetings regularly
- give adequate notice if unable to attend a meeting
- nominate and brief a deputy if unable to attend a meeting
- undertake work outside of meetings
- be adequately prepared for meetings

- respect others views and work together to come to a collective agreement
- adhere to the purpose and principles of the Children's Trust (see below)

**The role of the Chair is to:**

- Provide leadership for the group
- Ensure the group operates within these Terms of Reference
- Provide guidance and direction to lead officers tasked with activity in the delivery plan
- Challenge activities where necessary to ensure work to achieve the targets within the CYPP is achieved
- Represent the group on the Management Group
- Report to the Management Group, giving updates, reporting on performance and highlighting issues as necessary.
- Provide an update/progress report to The Board.
- Feedback to the outcome group any decisions /discussions/issues from the Management Group, as appropriate.

**8. Supporting Structure**

The Children's Trust Office will provide advisory and secretarial support to the Board, Management Group and Outcome Groups.

**9. Operating Procedures**

- The Group will meet bi-monthly for 2 hours.
- The Chair will have the right to invite representatives of other bodies to the Group to discuss particular issues where necessary.
- A quorum of four agency representatives (one of which must be Herefordshire Council or NHS Herefordshire) are required to be present before the meeting proceeds.
- An agenda and supporting papers will be circulated at least one week before each meeting. Members with significant items for discussion must notify the Children's Trust Office two weeks in advance of the meeting for them to be included on the agenda. Supporting details/evidence must be circulated a week in advance. Reports should not be tabled wherever possible.
- A forward plan and schedule of dates will be published; lead officers and the chair are responsible for meeting these timeframes.
- Minutes will be kept to record all business transacted by the Group. These will be made publicly available.
- Where the Chair agrees, the Group may transact its business through written procedures (email or letter); this will mainly be due to time constraints. This procedure will be undertaken through the Children's Trust Office. A response from four Group members will be required for decisions to be quorate (one of which must be Herefordshire Council or NHS Herefordshire).
- The terms of reference will be reviewed annually or where appropriate.

**Environmental considerations**

The Children's Trust Board has a responsibility to ensure that it is aware of environmental issues and reducing its carbon footprint therefore:

- All papers are sent electronically
- No spare copies are printed for meeting unless requested in advance
- Meetings are held within local authority premises to avoid any unnecessary travelling wherever possible

**10. Conflicts of Interest**

Members and any representatives or substitutes with a personal, financial or service interest in a matter being discussed, must declare that interest at the beginning of the meeting or as soon as they become aware of the potential conflict. They will only be able to contribute to the discussion by invitation from the Chair. They will not be entitled to vote on that item.

There is the potential for conflict of interest by the very nature of the Children’s Trust work, in commissioning and planning services, and the need to involve service providers. This should always be a consideration; having distinct parts to the meeting could make this easier to manage:

- performance management of the CYPP and delivery plan
- service development, including use of Area Based Grant (ABG)

For example, re-directing ABG funding to new priority areas. Often members are in receipt of ABG funding and would understandably have concerns about potentially losing funding. Provider representatives may have an interest in pursuing ABG funding or voting against other providers receiving funding.

**Resolution of any disputes** will be by referring the matter to the next level of the Children’s Trust structure. The Director of Children’s Services and Lead Member will have the final decision.

**Date:** February 2009  
**Review Date:** February 2010

Signatures of members

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____


## Five Outcome Groups

### Be Healthy (To be reviewed)

Dr Sarah Aitken (Chair)	Assistant Director of Public Health – Health Improvement	NHS Herefordshire
Kim Drake (Vice Chair)	Assistant Director Safeguarding & Vulnerable Children	Herefordshire Council
Jane Terry	Interim Directorate Manager for Children's Services	NHS Herefordshire
Hazel Blankley	Head of Health Visiting	NHS Herefordshire
TBC	Nurse for Vulnerable Children	NHS Herefordshire
Kim Goddard	Healthy Schools Co-ordinator	Herefordshire Council
Jan Perridge	Senior Sports Development Officer	Herefordshire Council
Adrian Turton / Jane Rose	Commissioning Officer, Safer Herefordshire Partnership	Herefordshire Council
Sally Stucke	Consultant Community Paediatrician	NHS Herefordshire
Lynne Renton	Designated Nurse for Safeguarding	NHS Herefordshire
Maggie Colwall	Manager for Sexual Health Services	NHS Herefordshire
Paul Haydon	Operational Manager, CLD Youth Counselling Service	representing The Alliance (3 <sup>rd</sup> Sector Representative)
Maxine Chong	Head of Midwifery	Hereford Hospital NHS Trust
Jade Brooks	Children's Health Commissioner, Integrated Commissioning Director	PCT
Kim Gristy	Children's Centre Manager	Herefordshire Council
Ros Hatherill	Early Years and Extended Services Manager	Herefordshire Council
Will Edwards	HCVYS	3 <sup>RD</sup> Sector Representative
Phil Kendrick	YOS	
	Children's Trust Shadow Board Members	

## Stay Safe (HSCB)

TBA

## Enjoy & Achieve

Denise Strutt (Chair)	Head Teacher (rep High Schools)	Whitecross High School and Specialist Sports College
Kathy Roberts (Vice Chair)	Assistant Director Inclusion and Improvement	Herefordshire Council
Dorrie Coates	Head Teacher (rep Primary Schools)	Almeley Primary School
Angela Daniel (substitute)	Headteacher (rep Primary Schools)	Kingsland Primary School,
Sian Bailey	Headteacher (rep Special Schools)	Blackmarston School,
Lea Abbotts	Children's Centres and Extended Schools Co-ordinator	Herefordshire Council
Rebecca Shephard	Social Inclusion Officer	Herefordshire Council
TBC	Service Manager, Safeguarding and Vulnerable Children	Herefordshire Council
Julia Radburn or Sarah Chedgzoy	Cultural Services	Herefordshire Council
Annie Bushby	Education Liaison Co-ordinator	Herefordshire Council
Sheenagh Davies / Viv Kendell	Children's Centre Manager	Herefordshire Council
Steve Rogers	Head of Improvement	Herefordshire Council
Debbie McMillan	Head of Operational Development	Herefordshire Council
Jo Hardwick	SHYPP	3 <sup>rd</sup> Sector Representative
Richard Heatly / Alan Hughes	Principal (rep colleges)	Hereford College of Arts
	Children's Trust Shadow Board Members	

## Positive Contribution

Keith Barham (Chair)	Head of Service	Worc & Hfds Youth Offending Service
Jon Ralph (Vice Chair)	Community Youth Service Manager	Herefordshire Council
Ros Hatherill	Early Years and Extended Services	Herefordshire Council

Dennis Longmore	Manager of Social Inclusion	Herefordshire Council
Richard Watson	Project Manager Strategic Support	Herefordshire Council
Roger Lindsay	Service Manager Safeguarding and Vulnerable Children	Herefordshire Council
Kathy O'Mahony	Assistant Director of Community Operations	Herefordshire Council
Michell Allam	Children's Centre Manager	Herefordshire Council
Les Knight	Head of Additional Needs - PSHE / Healthy Schools	Herefordshire Council
Kaye Berry	Head of Service Delivery	Connexions Herefordshire
Nick Semper		West Mercia Constabulary
Richard Betterton	Co-ordinator for Herefordshire, HCVYS	representing The Alliance (3 <sup>rd</sup> Sector Representative)
Laura Tyler	Community Safety Manager, Safer Herefordshire	Herefordshire Council
Adrian Long	Headteacher (Rep High Schools)	Queen Elizabeth High School,
TBC	Headteacher (rep Primary Schools)	
Debbie Barker (substitute)	Headteacher (rep Primary Schools)	Michaelchurch Escley Primary School,
Tony Hodder	Close House Rep HCVYS	3 <sup>rd</sup> Sector Representative
	Children's Trust Shadow Board Members	

## **Achieve Economic Well-being**

Phil Round (Chair)	Chief Executive	Hereford Group Training Association
Chris Baird (Vice Chair)	Assistant Director of Planning, Performance and Development	Herefordshire Council
Kaye Berry	Head of Service Delivery	Hereford Connexions
Tim Fewell	Head of Service 11-19 Integrated Services	Herefordshire Council
Louise Tanner	14-19 Strategy Manager (Interim)	Herefordshire Council
Bryan Twitty	Children's Information Service	Herefordshire Council

	Manager	
Alexia Heath	Partnership Manager	Learning Skills Council
Sue Miller	Lead Transitions	Connexions / Herefordshire Council
Sandra Lloyd	Homelessness Strategy Co-ordinator (Secondment)	Herefordshire Council
Carole Amos	Children's Centre Manager	Herefordshire Council
Sam Pratley	Project Manager, SHYPP	3 <sup>rd</sup> Sector Representative
	Headteacher (Rep High Schools)	Fairfield High School
	Headteacher (rep Primary Schools)	
	Headteacher (rep Primary Schools)	Peterchurch Primary School,
Ann Pierce/ Tracy Rock	Local Partnership Manager Childcare Partnership Manager	Jobcentre Plus Jobcentre Plus
Sue Carter	Chief Executive, 2XL Youth Project	3 <sup>rd</sup> Sector Representative
	Children's Trust Shadow Board Members	
	Third sector reps x 1	

**Key:**

HCVYS = Herefordshire Council for Voluntary Youth Service

SHYPP = Supported Housing for Young People Project