

## NORTH YORKSHIRE CHILDREN'S TRUST

### Agenda Item Cover Sheet

TITLE OF PAPER:

**Children's Trust Board Governance: Secretariat Report**

DATE OF MEETING: **Monday 22<sup>nd</sup> March**

ORGANISATION/SUB GROUP: **Children and Young People's Service,  
NYCC**

RELATED CYPP IMPROVEMENT PRIORITY: **WT1**

RELATED PERFORMANCE INDICATOR(S): **N/a**

MAIN RECOMMENDATIONS OF PAPER:

- **To manage the number of reports 'for information only' produced for the Board, it is recommended that an alternative reporting process is considered by the Performance and Commissioning Sub-Group and the Communications Action Plan for general progress updates.**
- **That issues raised through the self-evaluation are used to inform the 2010-11 actions within the Children and Young People's Plan Working Together 1 'Governance Arrangements' Section.**
- **That the Governance Action Plan is endorsed.**

IMPACT ON RESOURCES:

<b>Recommendation</b>	<b>Resource Type</b>	<b>Cost</b>	<b>Benefit</b>
1-3	Officer Time		Robust arrangements to comply with statutory duty

AUTHOUR:

Lynette Dodds, Principal Performance Officer  
Dave Chapman, Performance and Review Officer

NORTH YORKSHIRE CHILDREN'S TRUST BOARD

Monday 22<sup>nd</sup> March 2010

**Children's Trust Board Governance  
Secretariat Report**

**1.0 Purpose of Paper**

- 1.1 To provide the Children's Trust Board with the annual review of Board functioning and governance, as prescribed in the Children's Trust Governance Arrangements.

**2.0 Recommendations**

- 2.1 To manage the number of reports 'for information only' produced for the Board, it is recommended that an alternative reporting process is considered by the Performance and Commissioning Sub-Group and the Communications Action Plan for general progress updates.
- 2.2 That issues raised through the self-evaluation are used to inform the 2010-11 actions within the Children and Young People's Plan Working Together 1 'Governance Arrangements' Section.
- 2.3 That the Governance Action Plan is endorsed.

**3.0 Background**

- 3.1 The Children's Trust Board has committed through the Governance Arrangements for the Children's Trust to receive an annual report on the work of the Trust Board. This report includes the results of the annual Self-Evaluation questionnaire and statistical overview of the work carried out by the Children's Trust Board.
- 3.2 The self-evaluation is sent to all Board members and is designed to track progress against the functions and management of the Children's Trust. The self-evaluation questions have been locally developed to reflect the Comprehensive Area Assessment themes and best practice through the I&DeA Partnership Survey. The questions are scored from L1 – Started to L5 – Sustained.
- 3.3 The Board statistics are collated by the Trust Board secretariat, including attendance at meetings, reports presented and actions completed.
- 3.4 The findings from the self evaluation and statistical review are used to inform the Working Together 'Governance Arrangements' section of the Children and Young People' Plan.

#### 4.0 Governing the Business – Board functioning

- 4.1 The Children's Trust is supported by the Trust Board secretariat. This function provides oversight of the business of the Board and ensures compliance against the governance arrangements. New arrangements have been introduced during March 2009- January 2010 to improve the monitoring of Board activity.
- 4.2 The Trust Board manages its business well. The self-evaluation showed 100% of respondents agreed there were timely and clear processes for the organisation of meetings, and 92.6% of actions arising from meetings having been progressed.
- 4.3 The annual review has identified areas for enhancement over the coming year, both to comply with the new regulations arising from the Apprenticeships, Skills, Children and Learning Act 2009, and to support new members to the Children's Trust.

#### 5.0 Statistical Overview

- 5.1 In the period between March 2009 to January 2010 there were six Children's Trust Board meetings. The following statistical summary relates to those six meetings.

##### Business Covered:

Number of Agenda Items:	76	
Number of presented reports requiring Action:	33	<b>43.4%</b>
Number for presented reports for Information:	33	<b>43.4%</b>
Number for reports for Information (but not presented):	10	<b>13.2%</b>

##### Agenda Items – Priority Areas reported:

Be Healthy:	12	<b>15.8%</b>
Stay Safe:	20	<b>26.3%</b>
Enjoy & Achieve:	0	<b>0%</b>
Make a Positive Contribution	11	<b>14.5%</b>
Economic Well-being:	5	<b>6.6%</b>
Building Capacity:	13	<b>17.1%</b>
Working Together:	15	<b>19.7%</b>

- 5.2 A significant proportion of the papers presented have been for information only. Action has been taken in-year to send 'information only' reports electronically rather than be verbally reported at the Trust Board meeting. This appears to be having an effect on agendas, with the amount of papers presented for information decreasing from 55.6% to 35.7% when comparing six month periods prior and post implementation. However, it is also recommended that an alternative reporting process is considered by the Performance and

Commissioning Sub-Group and the Communications Action Plan for general progress updates.

- 5.3 The reports coming to the Children's Trust have a good spread across the Children and Young People's Plan areas, with the notable exception of the Enjoy and Achieve priorities. Information on educational attainment for particular groups, and educational reform post 16 have been reported to the Board, however, direct reports on the Enjoy and Achieve Children and Young People's Plan Improvement Priorities will be taken into account for the 2010-11 forward plan.

It is proposed that the forward plan takes into account all improvement priorities in the Children and Young People's Plan, through both the Children's Trust Board and affiliated sub-group meetings.

- 5.4 To assist in the process of 'managing the business' and improving the focus for reports, a cover sheet has been introduced. The cover sheet provides a summary of the relevant improvement priorities and performance indicators for the report and the resource implications of each recommendation. This is designed to help the Board members to make informed decisions and prioritise papers to come to the Board meetings.

5.5 Reporting to the Board

CYPS	61	<b>80.3%</b>
PCT	5	<b>6.6%</b>
Police	2	<b>2.6%</b>
LSCB	2	<b>2.6%</b>
Fire	2	<b>2.6%</b>
YJS	2	<b>2.6%</b>

Reports delivered at a later meeting than scheduled in the Forward Plan: 20  
(**26%**)

Reports submitted and distributed late: 11  
(**14.5%**)

Reports dropped from agenda: 1

Average length of reporting slippage: 2  
months (mode)

- 5.6 The vast majority of the Board reports are presented by the Children and Young People's Service. This may be a reflection of the majority of assigned leads for Trust Work (for example the chairs of the sub-groups) working within the Children and Young People's Service.

5.7 Approximately one quarter of reports are received at the Board meeting following the one originally requested. This will be an area of review within the forward plan to ensure that reports are scheduled at the most appropriate time to reduce slippage.

5.8 Actions resulting from Board meetings:

Total number of actions:	81	
Number completed:	40	<b>49.4%</b>
Number started:	1	<b>1.2%</b>
Number ongoing:	34	<b>42%</b>
Number of actions unreported*:	6	<b>7.4%</b>

\*This includes 3 actions from the January 2010 meeting which have not yet had sufficient time to be reported against.

5.9 81 actions arose from Trust Board meetings held between March 2009 and January 2010. Of those actions, the vast majority (92.6%) have been progressed, with 49.4% completed. Of those completed, 92.5% were completed on time. This implies there is a strong influence from the Board meetings on Children's Trust activity.

5.10 The Board meetings are well represented on the whole. A summary of Board attendance is attached at Appendix 1.

## 6.0 Self-Evaluation of the Children's Trust Board

6.1 The self-evaluation of the Children's Trust took place between January and March 2010. Of the 26 Board Members, 12 responses were received. This is an increase from 2009.

6.2 Areas of good progress:

- Place Shaping and Leadership
- Performance Management

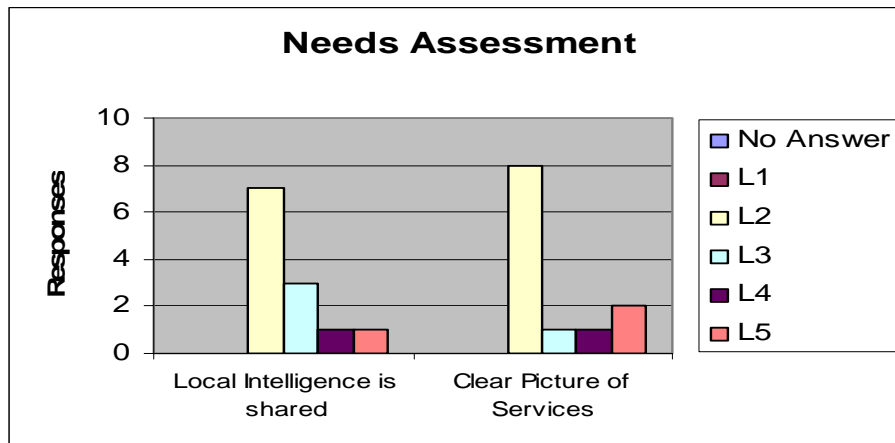
These areas have received responses all rated Level 2 'Developing' or above, with sections on a sustained focus on outcomes and agreed performance framework receiving responses of Level 3 'Established' or above.

6.3 Areas for further development

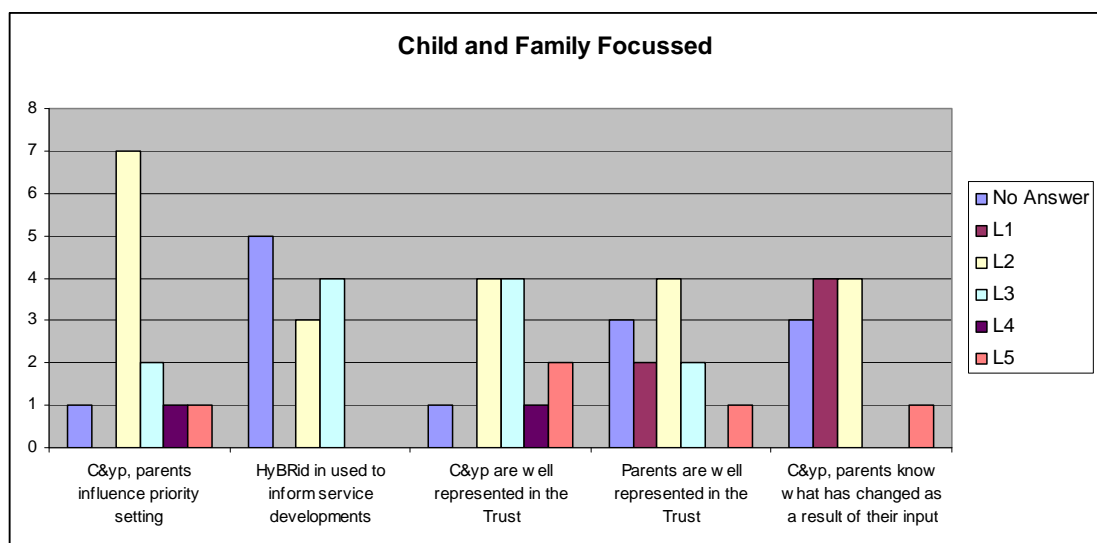
- Child and Family Focussed
- Governing the Business

These areas had a wide range of responses, including a higher number of unanswered questions. Respondents commented that did not feel able to answer some of these questions as they had insufficient awareness/ information. Increasing Board Members awareness of the participation work carried out by the Trust and the links to other areas of work will be carried out through the Communications Strategy.

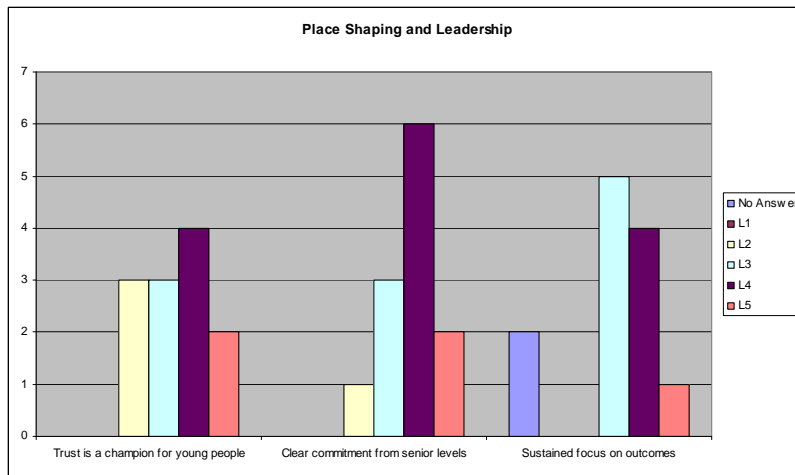
## 7.0 Summary of results



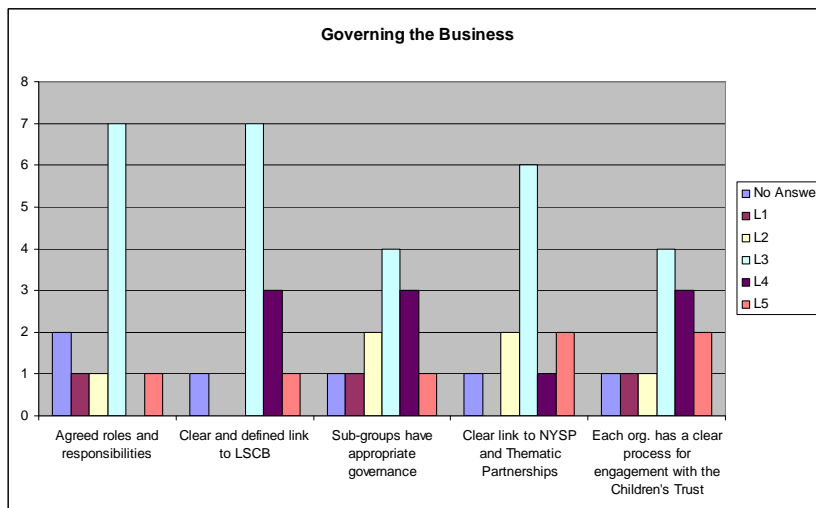
7.1 There is a mixed view, but the majority felt this work is at a 'developing stage'. No respondents felt that this work was just starting. The Trust is proposing to refresh the 2006 comprehensive service mapping, and as such it is anticipated that this assessment will improve in 2010-11.



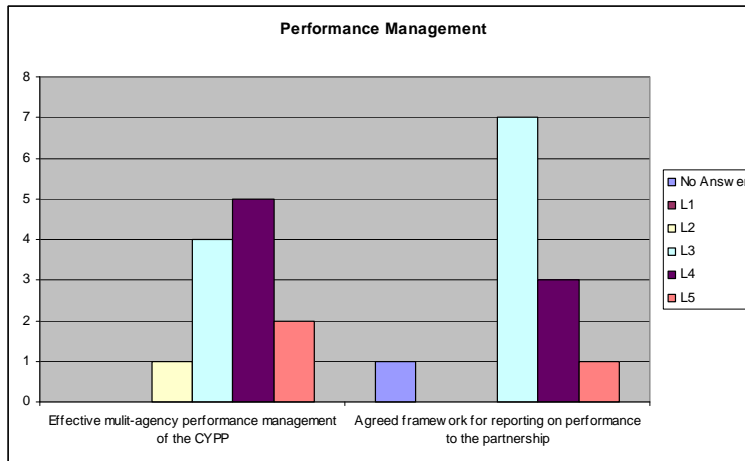
7.2 Key areas for development are parental representation and feedback to children and families as a result of consultation and engagement. The Voice, Influence and Participation (VIP) sub-group of the Children's Trust has been leading work on developing the self evaluation tool 'HyBRid' and developing Trust wide participation. The report and Participation Strategy (March 2010) from the VIP sub-group outline the plan for embedding and sustaining participation across the Trust.



7.3 There is a strong commitment from agencies on the Children’s Trust, with a focus on outcomes. Championing the priorities for children and young people within organisations and across relevant partnerships was flagged up as an area to enhance in some responses.



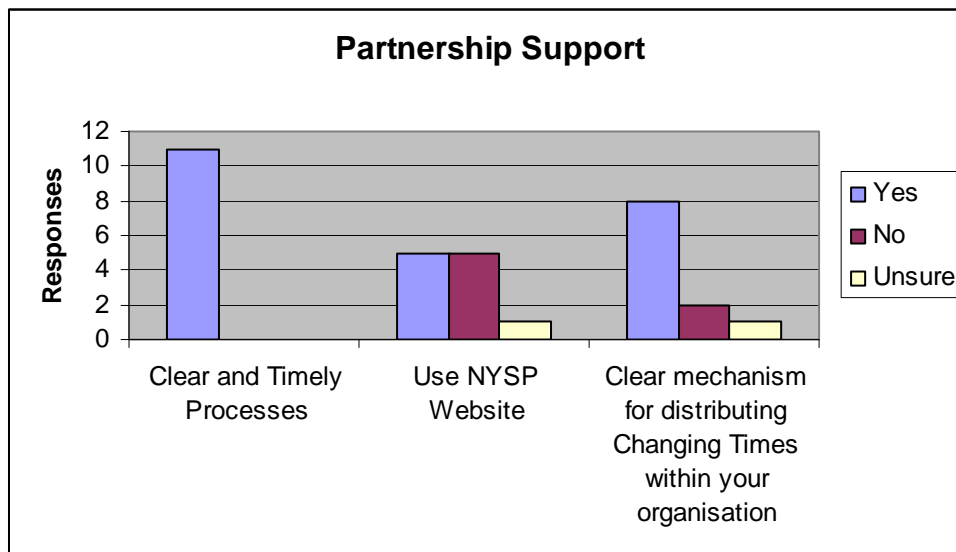
7.4 The responses to this section varied significantly depending on the length of time people had been Board Members. Newer members were more likely to be unclear on roles and responsibilities and the links between organisations and wider partnerships. Enhancing the induction process is incorporated into the Governance Action Plan.



7.5 Performance Management was seen as established or embedded on the whole. Some responses were less clear about processes for individual agency performance reporting to Trust, which may be an area for further development.

7.6 An increased number of respondents reported their organisation had been impacted by the economic climate compared to 2009 (67% compared to 57% in 2009), comments included uncertainty over funding and increase in service demand.

7.7 Partnership Support:



7.8 Board members responded positively to partnership support. Comments for areas of development include reduced agendas for increased discussion on items, improved accessibility for the meetings to enable young people and parents to contribute. These issues will be incorporated into the Governance actions for next year.

## **8.0 Governance Arrangements: Next Steps**

- 8.1 A range of measures have been put in place to support the governance of the Children's Trust and address issues raised in the Self-Evaluation, including:
- Monitoring of attendance, reporting and actions
  - Development of an 'Induction Pack' with code of conduct and organisational responsibilities
  - Communications Action Plan for the Trust
  - Review of Governance for the Sub-Groups of the Children's Trust.
- 8.2 The Apprenticeships, Skills Children and Learning (ASCL) Act 2009 provides a new statutory basis for the Children's Trust Board, through making the Board a Public Body, increasing the number of statutory partners and introducing new arrangements such as formal shared representation and provision for joint funding arrangements to manage the Children's Trust.
- 8.3 The draft statutory guidance supporting the ASCL Act 2009 is expected to be published in March. This guidance makes it a requirement for all relevant partners to be represented at each Board meeting, and sets out key responsibilities for the Board. The new guidance will require a change to the current Governance Arrangements for the Children's Trust.
- 7.4 To support the transition into the new arrangements, the Governance Arrangements are being reviewed by North Yorkshire County Council Legal Services to identify the areas for change or refinement. Any changes will be discussed with the relevant legal teams in respective partners agencies. The new arrangements will need to be endorsed by each relevant partner of the Children's Trust.
- 7.5 The ASCL Act 2009 membership requirements came into force on the 1<sup>st</sup> January 2010, with the additional changes to come into force on 1<sup>st</sup> April 2010. It is proposed that the new Governance Arrangements are endorsed at the May Board meeting to ensure compliance with the new regulations.
- 7.6 A Governance Action Plan has been developed to coordinate the transition and the process for developing the new arrangements (Appendix 2).

Report prepared by:

Name: Lynette Dodds,  
Job Title: Principal Performance Officer

Name: Dave Chapman  
Job Title: Performance and Review Officer

Date of Report: 10.03.10

Attendance at meetings:

<b>Organisation</b>	<b>Total Meetings Attended</b>	<b>% of Meetings Attended</b>
NYCC	6	100
NYYPCT	6	100
SHA*	<b>0</b>	<b>0</b>
NY Police	6	100
NY Police Auth	2	33
Probation	<b>0</b>	<b>0</b>
NY Fire & Rescue	4	66
Primary	3	50
Secondary	1	16
FE Colleges	3 (of 3)	100
LSC	1	16
District Councils	4	66
Early Years	3	50
YJS	3	50
Parents/Carers	3	50
C & Young People	6	100
GP Lead	<b>0</b> (of 4)	<b>0</b>
LSCB	6	100
Jobcentre Plus	1 (of 3)	33
<i>Vol. Sector**</i>	3	50
Action for Children	1	16
Barnardos	2	33
VOX	6	100

\*SHA attendance not required at Children's Trust Board meetings

\*\*General Voluntary Sector representation counted on the basis of having 2 of 3 organisations present at meetings. Individual organisational attendance also detailed in above table.

## NORTH YORKSHIRE CHILDREN'S TRUST Governance Arrangements Action Plan 2010

CYPP Priority	Objective	Planned Actions	Timescale / Deadline	Success Criteria	Evaluation
<b>Trust Board Representation</b>					
WT1	Ensure that Trust Board has appropriate partner representation	<ul style="list-style-type: none"> <li>Review current membership of Board</li> <li>Clarify status of Board members and ensure representation from all Section 10 partners</li> <li>Identify and contact potential candidates for any vacant positions</li> <li>Compile and maintain Trust Board membership details</li> </ul>	January – March 2010	<p>All Section 10 “relevant partners” represented on the Children’s Trust Board</p> <p>Trust Board membership details published on NYSP website</p>	
	Ensure that all Trust Board members are aware of role and responsibilities	<ul style="list-style-type: none"> <li>Briefing note to Children’s Trust detailing ASCL Act 2009 changes</li> <li>Advise Trust Board members of implications of new statutory guidance [following publication]</li> <li>Include Code of Conduct section in Governance Arrangements</li> <li>Develop Trust Board Induction Process and roll-out across Board</li> <li>Investigate potential for Buddying arrangements to form part of the induction process</li> </ul>	<p>March 2010</p> <p>Induction from April 2010 onwards</p>	<p>ASCL Act 2009 briefing note circulated to Board members</p> <p>Implications of statutory guidance shared with Trust Board – information paper at March meeting.</p> <p>Code of Conduct section included in revised Governance Arrangements</p> <p>All Board members to receive induction pack and undertake induction process</p>	
	Ensure that sub-groups have appropriate partner representation	<ul style="list-style-type: none"> <li>Review membership of sub-groups</li> </ul>	May / June 2010	Membership of all sub-groups updated and Trust Board secretariat to be informed of future changes	
<b>Legal Compliance</b>					
WT1	Clear understanding of timescales involved in amendments to legislation and statutory guidance	<ul style="list-style-type: none"> <li>Contact DCSF to clarify release date and date measures come into force</li> </ul>	February / March 2010	Prior knowledge of release date of new statutory guidance and confirmation of date when document comes into force	
	Ensure that Governance Arrangements are fully compliant with new statutory / legislative requirements	<ul style="list-style-type: none"> <li>Contact Legal to organise meeting to review current arrangements</li> <li>Update current governance arrangements in light of new guidance</li> <li>Review sub-group governance arrangements</li> <li>Organise official Trust Board sign-up to new arrangements</li> <li>Produce comparison overview for Trust Board outlining required amendments to existing Governance Arrangements</li> </ul>	<p>Early March 2010</p> <p>April 2010</p> <p>Sign-up at May meeting?</p> <p>March / April 2010 [depending on publication of</p>	<p>Children’s Trust Governance Arrangements updated in line with new requirements and changes clearly communicated with partners</p> <p>Children’s Trust Member endorsement of new Arrangements – sign-up</p>	

			guidance]		
	Incorporate new legislation in planning and production of new format CYPP	<ul style="list-style-type: none"> <li>Review Working Together sections within CYPP, as part of wider review and development process of Plan</li> </ul>	April 2011	CYPP accurately reflects new statutory guidance	
<b>Trust Board Structure &amp; Arrangements</b>					
WT4	Establish improved reporting to Trust Board and increase levels of appropriate reporting	<ul style="list-style-type: none"> <li>Establish Performance and Commissioning Sub Group and align with Trust Board cycle</li> <li>Develop cover-sheets for Trust reports to allow clear identification of purpose, performance impact and resource implications of work</li> <li>Develop integrated forward plan for Trust Board and sub groups to increase appropriate and timely reporting</li> <li>Re-standardise Board reports</li> <li>Develop Trust Board performance measures to more accurately monitor Trust activity</li> </ul>	April - May 2010	<p>Standardised reporting format used across Trust Board</p> <p>Progress reports clearly linked to performance indicators and impact on resources</p> <p>Ongoing attendance and reporting information available for Trust Board, to allow monitoring of performance and self evaluation</p>	
WT1	Improve alignment and links between the Children's Trust Board and its sub groups	<ul style="list-style-type: none"> <li>Compile contact details for all sub group chairs and support staff</li> <li>Liaise with sub-groups to ensure that review of Trust minutes is standing item on agendas</li> <li>Align cycles of Trust Board and Sub Group meetings [where possible]</li> <li>Common Terms of Reference for sub-groups</li> <li>Key Messages used between Board / sub-groups</li> </ul>	June / July 2010		
	Increase awareness of Trust Board – Sub Group structure and lines of accountability	<ul style="list-style-type: none"> <li>Produce 'partnership' diagram of Board and sub-group structure and map out arrangements</li> <li>Distribute document for information and include in Governance appendices</li> </ul>	May 2010	<p>Documents available on NYSP and ISIS websites</p> <p>Governance Arrangements updated to include structure information</p>	
WT2	Improve consistency and effectiveness of Trust Board communications across partnership	<ul style="list-style-type: none"> <li>Develop and implement Trust Communications Strategy</li> <li>Identify Communications Leads in each Trust Board organisation</li> <li>Include overview of communication arrangements as part of induction process</li> <li>Develop mechanism for sharing examples of best practice amongst Trust Board partners and wider stakeholders</li> </ul>	March 2010	Communication Strategy endorsed by Trust Board - see Communications Strategy for details	
			<p>Induction from April 2010 onwards</p> <p>June / July 2010</p>	Induction Pack produced and distributed	