

Oldham Children's Trust

Memorandum of Understanding



Oldham
Partnership

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Introduction

Children's Trusts arrangements provide an interagency framework for partnership working for all agencies involved in delivering local public services to children and young people in an area. Children's Trusts do not however own assets, or employ staff, nor are they legally accountable bodies for spending public money, or achieving public objectives. They advise and influence local action. Decisions made or principles agreed by Children's Trusts can influence the deployment of staff and other resources, including the use of assets. As such, adopting a constitution or memorandum of understanding as a governing document sets out the basis on which these arrangements will operate.

This memorandum of understanding aims to promote effective co-operation between partners and to provide transparency on the way we work together. It provides clarity about purpose, roles, responsibilities and accountability; it sets out how we will govern our collaboration so that organisations involved – and people working on their behalf – are clear about roles and functions.

This detailed agreement sets out to:

- capture the vision and way forward;
- state in writing what may have been assumptions regarding the values/ principles, aims and intended outcomes of the partnership;
- specifically outline roles and responsibilities;
- outline how the Trust relates to other partnerships;
- identify mutual concerns and establish processes to address these;
- establish the guiding rules and processes of the partnership; and
- establish partnership commitment and contribution.

Purpose

The aim of Oldham Children's Trust is improve the well-being of local children, young people and families, through effective cooperation between partner organisations. Well being is defined as the five *Every Child Matters* positive outcomes:

- be healthy;
- stay safe;
- enjoy and achieve;
- make a positive contribution; and
- achieve economic well-being.

NB. These outcomes are enshrined in section 10(2) of the Children Act 2004 and are underpinned by the General Principles of the United Nations Convention on the Rights of the Child (UNCRC).

By children and young people, we mean:

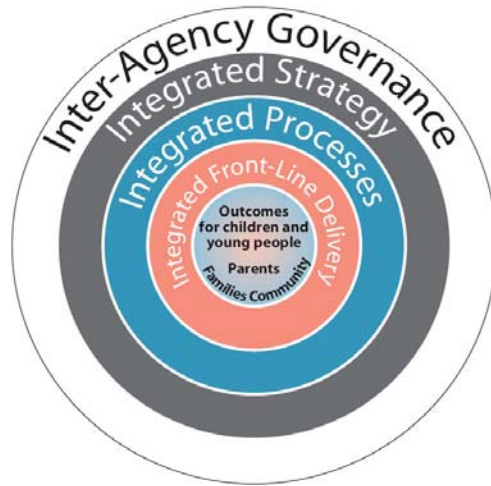
- every child and young person, aged 0 to 19;
- young people leaving local authority care, aged up to 21 (or 25 if they are in full-time education); and
- young people with learning disabilities, aged up to 25

In practice this means all commissioners and current and potential providers of services for children, young people and their families coming together to improve their prospects for the future and redress inequalities that exist between the most disadvantaged and their peers. It means better integrated and outcome focused ways of working on a whole range of issues to tackle complex problems and to make a real difference to the experience and life chances of children, young people and families living in Oldham.

In order to produce such integrated working at all levels, from planning through to delivery with a focus on improving outcomes, Oldham Children's Trust has to put in place the five essential components that are described in the *Every Child Matters Change for Children Programme*. This means developing and promoting:

- a child and family-centred, outcome-led vision;
- inter-agency governance, with robust arrangements for inter-agency co-operation;
- integrated strategy through new joint planning and commissioning arrangements and an over-arching Children and Young People's Plan;
- integrated processes sustained by a shared language and values, and common systems and processes; and
- integrated front line delivery organised around the child, young person or their family rather than professional boundaries or existing agencies

These arrangements are portrayed as a single model, commonly known as the 'onion' diagram....



This change programme requires significant transformation in culture and working practices at every level, while maintaining and improving services. All these essential features need to be put in place and, taken together, will improve outcomes for children, young people and families in local areas.

Oldham Children's Trust is committed to driving through this whole-system change, and as this document illustrates, will achieve this through clear leadership and lines of accountability, a joint outcome-focused vision, full engagement of all key partners and an array of effective local change programmes.

This commitment will also be clearly articulated in Oldham's Children and Young People's Plan 2011-2014. This new-style plan will become a joint strategy in which all Children's Trust partners will set out how they will cooperate to improve the well-being of Oldham's children, young people and families. It will be firmly rooted in a robust assessment of need and will identify the main cross cutting priorities that children's trust partners will focus on to deliver, both together and individually during the course of their normal functions.

Vision and Values

Our Vision

In working together to improve outcomes for children and young people, Oldham Children's Trust is committed to a shared ambition that:

"All children and young people in Oldham have an equal opportunity to thrive within their families and communities; and those at risk of marginalisation, exclusion and underachievement are protected and supported, particularly at times of need and transition"

This vision is underpinned by agreed and shared values to:

- strive for excellence;
- embed a focus on early intervention and prevention into the routine delivery of all services to children, young people and families;
- safeguard and protect vulnerable children within a framework of universal services to improve the well being of every child;
- narrow the gap in outcomes between the most vulnerable children and their peers;
- stretch the most able;
- consult, listen to and hear the voices of children, young people and families and provide them with opportunities to participate in decision-making;
- use evidence on outcomes for service users as the basis for improving standards and targeting resources;
- commission or deliver the right services to the right people in the right place at the right time for all children, young people and families;
- promote interaction between children and families from different backgrounds; and
- deliver excellent, integrated working across services through investing in a skilled, well trained and valued workforce.

Success in implementing this vision and set of values will be articulated in Oldham's Children and Young People's Plan (CYPP) and tested out against evidence from/evaluated against local strategic goals connected to the five Every Child Matters (ECM) outcomes:

1. Be Healthy – children and young people enjoy good physical, emotional and mental health and live a healthy lifestyle
2. Stay Safe - children and young people are protected from harm and neglect, have stability and are cared for, and feel safe in the communities where they live, go to school, play and work
3. Enjoy and Achieve - children and young people enjoy high quality and personalised learning at all stages of their education, attend and participate in their learning, make good progress and achieve all that they can;
4. Make a Positive Contribution - children and young people enjoy a range of play, sports and cultural opportunities, participate positively in their communities and choose not to engage in crime and anti-social behaviour

5. Achieve Economic Well Being - children and young people have high aspirations, actively engage in further education, employment or training on leaving school, develop skills for employability and are not disadvantaged by poverty

All Children's Trust Board members to this Memorandum of Understanding identify themselves and their organisations/ services/ sectors as committed to this vision and underpinning set of values.

Governance Arrangements

Definition

The word 'governance' is from the Latin to "steer." It is part of the management or leadership processes which ensure organisations and systems are efficient, effective and sustainable. As Oldham Children's Trust is made up of many agencies with different processes and cultures, effective governance arrangements are needed more than ever to create a coherent system and secure improved outcomes.

Governance is also about managing risk, and through assurance processes, managing clear lines of reporting for performance monitoring on process, outcomes and compliance, as well as general accountability arrangements. As acknowledged by recent statutory guidance from the Department of Children, Schools and Families (DCSF), strong, clear governance is critical to the success of all Children's Trusts.

In practical terms, this translates into Oldham Children's Trust having:

- an integrated governing board;
- robust arrangements for inter-agency co-operation;
- clear lines of accountability;
- strong reporting arrangements;
- a methodology for agreeing strategy, priorities and plans and monitoring outcomes;
- processes to identify and manage risk;
- robust performance management arrangements; and
- a system for securing best value in use of resources.

The following pages therefore set out the governance arrangements that have been to be put in place across Oldham Children's Trust to ensure the above principles are met and there is a common understanding of roles and responsibilities of all those involved in its core functions.

Governing Board

Oldham Children's Trust Board has been strengthened to ensure all senior partners with a role in improving children and young people's well-being come together and provide strong interagency governance to Oldham Children's Trust co-operation arrangements as a whole. ***Appendix 1 sets out the revised Terms of Reference and membership for Oldham Children's Trust Board.***

Interagency Cooperation Arrangements

An interagency framework for partnership working across Oldham Children's Trust has been agreed, which sets out how we will govern our collaboration at executive, strategic/tactical levels across Oldham Children's Trust. ***Appendix 2 sets out the building blocks of our Children's Trust co-operation arrangements and illustrates which key strategic groups are currently driving forward the day to day business of Oldham Children's Trust.***

Accountability

In order to ensure Children's Trust strategic agendas are being effectively managed, the following arrangements have been put in place:

- *Every Child Matters (ECM) Outcome Leads* have been identified from across the newly formed Children and Young People Senior Management Team in the Council

to focus on delivering improved outcomes for local children, young people and their families.

- *Integrated Practice Leads* have been identified to ensure an integrated approach to planning, processes and systems is in place across Oldham Children's Trust.
- *Integrated Delivery Leads* have been identified to drive forward the operational changes needed to improve integrated frontline delivery across children's services in Oldham.

Appendix 3 outlines who the lead officers are for each work stream in Oldham Children's Trust arrangements and provides clarity on lead officer roles and responsibilities.

Reporting Arrangements

To enable ECM Outcome Groups and Integrated Practice and Delivery Groups to report efficiently and effectively across Oldham Children's Trust (i.e. vertically as well as horizontally), the following arrangements have been put in place:

Children's Trust Escalation Template

An escalation template has been created to ensure issues, risks, pressures etc in respect of Children's Trust business can be promptly escalated to relevant parts of the Children's Trust governance structure. ***Appendix 4 provides the Children's Trust Escalation Template to be used by ECM Outcome and Integrated Practice and Delivery Leads/ Group Coordinators.***

Children's Trust Progress Updates

To enable Oldham Children's Trust Board to form a collective view of the extent to which outcomes for children, young people and families are improving and priorities and targets in the Children and Young People's Plan are being achieved, ECM Outcome and Integrated Practice and Delivery Lead Officers are required to provide regular thematic progress updates. ***Appendix 5 provides a structure for Children's Trust Progress Updates.***

Children's Trust Briefing/ Discussion Paper Template

A template has been created to ensure that information presented to Oldham Children's Trust Board is clear and succinct, and any decisions required by the Board are explicit. This template can also be used as a covering sheet to accompany pre-existing reports/ documents. ***Appendix 6 provides Oldham Children's Trust Briefing/ Discussion Paper Template.***

Area Working Arrangements

Oldham Children's Trust is committed to improving the outcomes and maximising life chances of all children and young people in Oldham by delivering effective, high quality, integrated services at a local level. Oldham Children's Trust recognises that turning this vision into reality will require creating a whole systems approach which:

- ensures the needs of children, young people and their families are placed at the heart of service delivery;
- recognises children's centres and schools as central to delivery - providing community hubs for families to receive integrated, seamless services with 'one front door';
- delivers a minimum universal core offer to children, young people and their families;
- prioritises prevention and early intervention;
- embraces a 'think family' philosophy to ensure the needs of individuals are seen and addressed in the context of the whole family;
- promotes new ways of working to enable professionals from different disciplines to work together supported by common systems and shared information; and
- effectively engages children, young people and their families at a local level in the planning and evaluation of services.

This commitment is being turned into reality by the work of Oldham Children's Trust 'Integrated Delivery Advisory Group.' This group is made up of senior representatives from across the Children's Trust and the Council's People, Communities and Society Directorate in order to drive forward district working across children's services in line with the wider corporate approach. This group is also leading on the implementation think family reforms across Oldham. The 'Integrated Delivery Advisory Group' is directly accountable to Oldham Children's Trust Board, and in turn to the Oldham Partnership. A number of dedicated task and finish/ steering groups will be formed to support the work of this overarching group in implementing its strategic intent.

Commissioning Arrangements

Oldham Children's Trust accepts the definition of commissioning as defined by the DCSF and DOH Commissioning Support Programme:

"Commissioning is the process for deciding how to use the total resource available for children, young people and parents in order to improve outcomes in the most efficient, effective, equitable and sustainable way."

(Commissioning in Children's Services – Commissioning Support Programme 2009).

Oldham Children's Trust recognises that there are various commissioning frameworks within which partner organisations work but in respect of the way organisations work together to commission services for children, young people and families the following principles shall underpin our approach:

- basing all decisions on outcomes;
- working with children, young people and parents to understand their needs and involve them in decision making;
- providing early intervention services at the earliest appropriate moment;
- agreeing to narrow the gap between those falling behind and the rest;
- sustaining stable relationships between key practitioners and vulnerable children;
- using open and transparent processes that build confident partnerships;
- using commissioning not just to retain existing services or commission new ones, but, where necessary, to decommission services which are inefficient, ineffective, inequitable or unsustainable;
- making all processes lean and aiming for improvement;
- using contestability and packaging of work for small providers;
- providing respective challenge for all practitioners;
- taking account of value for money in all decisions;
- ensuring use of shared processes such as lead professional arrangements and the Common Assessment Framework; and
- providing information to enable performance management.

The context within which the Children's Trust will commission is influenced by both the considerable resource challenge facing Children's Trust partners and the developing approach to neighbourhood/locality working.

The Integrated Commissioning Advisory Group will lead on the Children's Trust commissioning process on behalf of the Children's Trust Board.

Performance Monitoring Arrangements

Oldham Children's Trust Board has the overarching responsibility for ensuring that performance measures and targets identified within Oldham's Children and Young People Plan (CYPP) and Local Area Agreement (LAA) are being met.

Performance is monitored and reported on a quarterly basis to the Children's Trust Board so that can be jointly shared, examined and challenged to ensure early identification of issues amongst all partners.

Reporting Timescale

Each quarter, information is requested from Accountable Officers on all performance indicators contained within Oldham's Children and Young People Plan (CYPP) by the Council's Performance Team. A quarterly report is then created using the most up to date performance information for discussion at Children's Trust Board meetings. The schedule for 2010/11 is indicated below:

CHILDREN'S TRUST PERFORMANCE REPORTS 2010/11				
Period	Q4 2009/10	Q1 2010/11	Q2 2010/11	Q3 2010/11
CT Board Meeting	8 June 2010	7 Sept 2010	30 Nov 2010	21 Feb 2011

Requests for performance information to feed into these quarterly performance reports is made to Accountable Officers, again via the Council's Performance Team. The timeframes for this process in 2010/11 are set below:

PERFORMANCE INFORMATION REQUESTS 2010/11				
Period	Q1 2010/11	Q2 2010/11	Q3 2010/11	Q3 2010/11
Request	1st week in July	1st week in October	1st week in Jan	1st week in April
Deadline	16th July 2010	15th October 2010	14th Jan 2011	15th April 2011

Targeting Setting

Targets are set annually by Accountable Officers for national and local indicators at the start of the reporting year. This enables The Council's Performance Team to monitor and measure performance in a consistent and effective manner, and allocate performance indicators in each report a RAG (Red, Amber, Green) rating depending on performance.

Tackling under performance

Every Child Matters (ECM) Thematic leads are requested on a quarterly basis to present performance 'highlights' and 'challenges' to the Children's Trust Board. It is also the responsibility of Thematic Lead Officers to provide information to the Board on interventions that are in place to improve areas of underperformance so it can be scrutinised whether interventions are robust, achievable, deliverable, prioritised and adequately resourced.

Comprehensive Area Assessment

The work of the Children's Trust partners will normally be assessed as part of the Comprehensive Area Assessment (CAA) which will draw on regulation and inspection findings of many of the partners, and consider performance against national indicators. Inspectorates will however inspect partnership arrangements if outcomes are poor or not improving and not enough is being done to remedy it. Where CAA identifies significant concerns, an inspection of the work of the Children's Trust Board may be triggered. Ofsted and the Care Quality Commission, the independent regulator of health and adult social care services, also undertake a three year rolling programme of inspections of outcomes and services for safeguarding and looked after children's services. In both cases the inspections assess partnerships as an aspect of leadership and management.

Workforce Development

In line with the central Government vision, Oldham Children's Trust is committed to ensuring that everyone who works with children and young people in Oldham (i.e. paid and unpaid workers from the statutory, private, independent, voluntary, community and faith sectors) are:

- ambitious for every child and young person;
- excellent in their practice;
- committed to partnership and integrated working; and
- respected and valued as professionals.

The local vision for Oldham Children's Workforce is that it will be *'integrated, inclusive, highly competent, sufficient in capacity and skills and fit for purpose in serving the needs of children and young people.'*

To ensure that every part of the children's workforce in Oldham achieves this vision, Oldham Children's Trust will:

- invest in workforce planning, recruitment, retention, training and development;
- build the capacity of the children's workforce to work across professional boundaries and implement new ways of working;
- ensure members of the children's workforce, whatever their role, have the skills and knowledge to do the best job they possibly can and to help children and young people develop and succeed across all the Every Child Matters outcomes; and
- ensure the voice of the children's workforce in terms of their concerns, experiences and views directly influence workforce reform at a local level

This commitment is being turned into reality by the work of Oldham Children's Trust 'Integrated Children's Workforce Advisory Group' which includes 'workforce champions' from across all sectors of the children's workforce and is accountable to both Oldham's Local Safeguarding Children Board and Children's Trust Board. This group will use the development of a new Children's Workforce Strategy and annual workforce development plan as the main high level mechanism to drive this area of work forward.

User Engagement and Participation

Oldham Children's Trust is committed to ensuring children, young people and parents/ carers have a strong voice in all matters that affect their lives. This includes asking them what works, what doesn't work and what could work better and involving them in the design, delivery and evaluation of services on an ongoing basis.

This commitment is underpinned by following fundamental principles:

- All children, young people and parents/ carers are experts on their own lives.
- Children, young people and parents/ carers have the right to be involved in all decision-making that affects them.
- Children, young people and parents/ carers participation in decision-making is key to achieving improved outcomes for children and young people.
- Participation is about making everyday choices as well as seeking to influence wider public decision-making and policy and service development.
- Everyone that works with children, young people and parents/ carers in Oldham has a responsibility to encourage and support their active involvement in decision-making.

Professionals across Oldham Children's Trust are working together to promote participation in a consistent manner across all disciplines and services irrespective of the organisation. Established groups driving this work forward include the Active Involvement Matters Group, which brings together representatives working across the Trust who have an interest in promoting the active involvement of children and young people; and the Parenting Strategy Group which is increasing and targeting opportunities for parents/ carers to have a say in decisions that affect their families' lives.

The principle of active involvement of children, young people and parents/ carers across Oldham Children's Trust is also being turned into practice at a variety of levels, as described below.

Strategic Level

- a) Oldham Children's Trust Board focusing on 'participation and engagement' as a recurring work strand within its annual business cycle. Board members being briefed on key achievements and challenges so they can anticipate and overcome any risks and issues connected to delivery of activity, as well as set clear goals in respect of effective participation of children, young people and parents/ carers for the future.
- b) Annual events being planned with children, young people and parents/ carers to understand their views, opinions and concerns across the Every Child Matters (ECM) framework. Their feed back then directly influencing priorities and actions contained in Oldham's Children and Young People's Plan.

Community Level

- a) Oldham Youth Council enabling young people across the 11-21 age range and the diverse communities within Oldham to have a voice on all matters affecting their lives

- b) District Youth Voice Forums ensuring children and young people are meaningfully engaged in local decision making processes and are able to shape and influence local services and provision.
- c) A range of community based groups (including Children's Centre Advisory Boards and forums in schools) ensuring that parents/ carers are able to shape, influence and evaluate local services and provision.

Service Level

- a) Children, young people and parents/ carers being routinely and systematically involved in the planning, design and development of services that affect their lives, as well as recruitment and induction processes.

Oldham Children's Trust acknowledges that not all children, young people and parents/ carers will want to be involved. The Trust will however ensure participation continues to be about providing choices and opportunities for all children, young people and parents/ carers (irrespective of circumstance) to have an input into decisions that affect their lives.

Children's Trust Board Terms of Reference

Purpose

The Children's Trust Board is the statutory body which provides interagency governance to the co-operation arrangements across children's services in Oldham as a whole. It is also responsible for bringing all partners with a role in improving children and young people's well-being together to agree a common strategy (i.e. the Children and Young People Plan) and to ensure that partners stick to the agreed strategy.

Aims and Objectives

Strategic Governance

- To put in place robust arrangements for interagency governance that will drive forward better integrated services to improve outcomes for children and young people, and to oversee the ongoing development and review of these arrangements.
- To hold Children's Trust sub-groups to account for the planning and delivery of strategic goals by:
 - agreeing their annual work programmes; and
 - receiving reports on their impact and effectiveness in improving outcomes for children and young people in order to monitor their effectiveness.
- To give consideration to, and where appropriate, ratify all significant service developments, strategies and plans concerning children and young people and ensure they contribute to positive outcomes for children and young people in Oldham.

Strategic Planning

- To develop and promote a local vision – set out in the Children and Young People's Plan (CYPP) – to drive improved outcomes for children, young people and their families.
- To understand and act upon what more needs to be done to improve safeguarding in the area through receiving regular scrutiny reports from the Local Safeguarding Children Board about the extent to which all agencies work in accordance with Section 11 of the Children Act 2004.
- To develop and publish a joint Children and Young People's Plan to show how partners on the Children's Trust Board will work together to improve children and young people's well being (i.e. the five *Every Child Matters* outcomes as defined in section 10 of the Children Act). This will involve:
 - developing a rigorous understanding of children and young people's needs and agreeing local priorities that will help meet these needs;
 - agreeing sustainable and diverse ways to improve outcomes for children, young people and their families in Oldham based on identified need and available resources;
 - scrutinising and monitoring progress on the implementation of the Plan, and challenging robustly where necessary; and

- producing an annual Children's Trust Board monitoring report which considers progress towards achieving all targets and priorities set out in the Plan, the extent to which partners have acted in accordance with the Plan, the effectiveness of local governance and partnerships, along with implications for future action.
- To ensure the Children and Young People's Plan is fully consistent with the Sustainable Community Strategy and Local Area Agreement, and is informed by the statutory Joint Strategic Needs Assessment (JSNA) so there is a strong read across on shared priorities for children, young people and families.

Strategic Commissioning

- To oversee the use of the 'total' resource available for children, young people, parents and carers in Oldham in order to improve outcomes in the most efficient, effective, equitable and sustainable way.
- To make plans for the integration and alignment of budgets in order to provide value for money in service delivery and commissioning.
- To agree a strategic commissioning framework within which all partners will commission services for children and young people in a co-ordinated way.
- To agree annual and longer-term commissioning priorities linked to the Children and Young People's Plan.

Performance Management

- To secure and maintain effective performance management arrangements for the Children and Young People's Plan and Children and Young People's block of the Local Area Agreement.
- To take overall responsibility for the performance management of the delivery of the Children and Young People's Plan.
- To ensure comprehensive data collection and sharing arrangements are in place for all partners working with children and young people.
- To respond to Comprehensive Area Assessments and implement findings and recommendations in a structured way.

Workforce Development

- To take a leading role in driving forward development of an integrated children and young people's workforce in the area and to ensure there is multi-disciplinary training in place.
- To promote the consistent adoption and use of shared processes, tools and systems across the partnership that support integrated working and to ensure all Children's Trust partners take individual responsibility for implementing and embedding them into their regular and routine working practices.

Communication and Engagement

- To ensure comprehensive and accessible information on services, support and advice is available to all parents, children and young people in the local area and to identify any improvements that are needed.
- To ensure the effective communication of priorities, work and outcomes achieved through joint working under children's trust arrangements.
- To ensure there is regular ongoing engagement with children, young people and families to help evaluate progress and seek advice on what services are needed as well as the quality of those already offered.

Linkages to the Local Strategic Partnership

Oldham Children's Trust is a thematic block of the Oldham Partnership (i.e. Oldham's LSP) and is firmly positioned within this structure. The Children's Trust is responsible for informing the work of the Oldham Partnership as it relates to children, young people and families, and for identifying and championing children and young people's interests within the process of agreeing and implementing targets in the Local Area Agreement (LAA).

This is achieved by:

- The Children's Trust having named accountability within the LAA for a range of indicators and targets which relate to children, young people and families, and span the three themes of the Oldham Sustainable Community Strategy
- The Chair and Vice Chair of the Children's Trust Board reporting on the Trust's progress and performance in delivering aspects of the LAA on an annual basis to the Oldham Partnership Executive Board and Steering Group
- The Chair and Vice Chair of the Children's Trust Board acting as key thematic points of contact for the development and refresh of the Sustainable Community Strategy and LAA
- The Chair and Vice Chair of the Children's Trust Board acting as key thematic links for the review and assessment processes with Government Office North West (GONW) and the Audit Commission
- Individual Every Child Matters Outcome Leads engaging with other LSP thematic partnerships to ensure children and young people issues are being fully integrated into those of the wider community
- The Children's Trust Development Officer and Joint Commissioner for Children and Young People supporting the operation and development of the Children's Trust as part of the overall LSP structure and ensuring effective links are made with broader LSP work streams such as commissioning, research etc

Linkages to the Local Safeguarding Children Board

The Local Safeguarding Children Board (LSCB) is a statutorily required body, responsible for the protecting children and young people in Oldham from harm and promoting their well being. The Board forms part of the Children's Trust arrangements but is an independent body in its own right.

The LSCB will scrutinise the work of the Children’s Trust Board to ensure that performance and decisions reached safeguard and promote the welfare of children and young people. This will be achieved by:

- The Stay Safe Outcome Lead representing the views and interests of the LSCB through consistent representation at the Children’s Trust Board and challenging the Children’s Trust Board in their success in ensuring children and young people are kept safe;
- The LSCB producing an annual report on the effectiveness of safeguarding children and young people in the borough in accordance with new Working Together guidance and presenting to the Children’s Trust Board to act on the advice and findings in the report;
- The LSCB presenting regular scrutiny reports from the about the extent to which all agencies work in accordance with Section 11 of the Children Act 2004 to the Children’s Trust Board to ensure it understands and acts upon what more needs to be done to improve safeguarding in the area;
- The Children’s Trust Board ensuring that the LSCB is a formal contributor and consultee on the development and review of Oldham’s Children and Young People’s Plan to ensure the Plan covers strengths and weaknesses in the area in respect of safeguarding and sets out what more needs to be done by each partner to improve outcomes;
- Performance measures related to Stay Safe outcomes contained in the Children and Young People’s Plan being monitored and scrutinised by both Boards; and
- Minutes of meetings being shared between the Boards and pertinent matters arising being discussed.

The fact that there is considerable membership overlap with the Director of Children’s Services, Cabinet Member for Children’s and statutory agency representatives sitting on both Boards, will also help to ensure the right systems and quality of services and practices are in place so that children and young people in Oldham are properly safeguarded.

Additional accountability arrangements are also in place to ensure the local authority meets its specific corporate safeguarding responsibilities, and involves the independent LSCB Chair, the Council’s Chief Executive, the Lead member and Leader of the Council and the Assistant Executive Director – Children and Young People (Director of Children’s Services).

Membership

Relevant Statutory Partners (“Duty to cooperate”)	Role
Local Authority	Assistant Executive Director –Children and Young People (statutory Director of Children’s Services) (Chair)
	Cabinet Member for Children’s Services
	Shadow Cabinet Member for Children’s Services
	Elected Member (identified through the Oldham Partnership Elected Member Protocol)

Relevant Statutory Partners (“Duty to cooperate”)	Role
Local Authority	Associate Assistant Director – Family and Youth Support Services (Be Healthy and Make a Positive Contribution Outcome Lead)
	Associate Assistant Director – Learning and Attainment (Enjoy & Achieve and Achieve Economic Well Being Outcome Lead)
	Associate Assistant Director – Safeguarding Vulnerable Children and Young People (Stay Safe Outcome Lead)
	Chief of Staff
	Joint Commissioner – Children and Young People
	Head of Workforce and Organisational Development *
	Head of Performance *
	Head of Modernisation & Information Management *
	Finance Manager – Children and Young People *
Children’s Trust Development Officer (Support)	
Primary Care Trust	Director of Clinical Leadership, NHS Oldham and Deputy Director, NHS Oldham
Police	Chief Superintendent, Greater Manchester Police, Oldham Division
Connexions and Youth Offending Service	Chief Executive, Positive Steps Oldham
Probation Service	Assistant Chief Executive, Probation Service
Schools	Chair of Secondary Heads
	Chair of Primary Heads
Sixth Form College	Principal
Further Education College	Principal
Jobcentre Plus	Local Partnership Manager
Other Partners (No duty to cooperate)	Role
Third Sector	Chair or Vice Chair of VCS Hub
General Practitioners	<i>To be confirmed</i>
Other local authority services	Assistant Executive Director - Adults Services

* = Advisers/ Observers who will be invited to attend meetings for specific purposes or items

Member Roles and Responsibilities

Children's Trust Board members will:

- become a signatory to the Children's Trust Memorandum of Understanding;
- attend all Children's Trust Board meetings where possible and when unable to do so will send a suitable deputy with appropriated decision taking powers;
- attend meetings on time and not leave early;
- be prepared for meetings by reading papers in advance;
- respond to emails and other communications;
- represent their organisation or sector and ensure information is fed back;
- engage with and contribute to the various local arrangements for co-operation that are put in place (i.e. partnerships, tools and processes);
- ensure that appropriate action is taken within their organisations/ sector to implement agreed actions for which the Children's Trust Board has delegated authority and responsibility;
- produce reports and briefings requested by the Children's Trust within agreed timescales
- share information and consult with the Children's Trust on children's service developments within their organisation;
- be committed to equality of opportunity;
- display consistency and honesty in achieving consensus through debate;
- respect the views of other members;
- respect confidential information;
- remain focused and strategic and on getting things done;
- be participative, inclusive, accessible and non-stigmatising;
- be prepared to learn from each other and from good practice elsewhere; and
- make an effort to look after everyone's interest, recognising that this is possible without everyone being present.

Code of Conduct

Oldham Children's Trust Board has adopted the Nolan Committee's seven principles of public life. All representatives and partner agencies will have regard to these principles in the work of the Children's Trust. These principles are:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Chair and Vice Chair

The Children's Trust Board will be chaired by the Assistant Executive Director – Children and Young People (statutory Director of Children's Services - DCS). The Vice Chair will be the Chief Executive of Positive Steps Oldham, who along with the DCS, is also a thematic lead for the Children's Trust within the wider Oldham Partnership structure. The Chair and Vice Chair will act objectively and distinguish their role as chair from any other day-to-day job. The Chair and Vice Chair will ensure that:

- partnership objectives are driven forward in accordance with the terms of reference;
- Children and Young People's Plan objectives and actions are implemented and the agreed outcomes achieved;
- governance and accountability arrangements are adhered to;
- performance management and reporting arrangements are adhered to;
- sub-groups report as agreed and reports are produced in a timely and acceptable fashion;
- members feedback to organisations/ sectors as appropriate; and
- meetings are conducted in a business-like manner that ensure active participation.

Representation

Each member representative will have sufficient delegated authority from their host organisation that enables them to make decisions on its behalf, give strategic leadership and direction and drive through change. Each member representative will also be able to answer for their organisations delivery of their commitments in the Children and Young People Plan. They will commit their organisation to joint working and where appropriate resource contribution to support the work of the Board. Where the member is representing a group or a sector, they shall represent the overall views of that sector. All members will report back to their organisation/group or sector on debates within the Children's Trust Board.

Absence from Meetings

Should Children's Trust Board members be unable to attend, they may nominate a suitable and well-briefed deputy with decision-making powers to attend on their behalf. Alternative representation or deputies should be provided to the Children's Trust Development Officer in advance of the meeting. A member who misses two consecutive meetings without apology will be contacted by letter and may be removed from the Board.

Decision - Making

Decisions will (wherever possible) be made by consensus and agreement. Voting by a show of hands may be needed on decisions that commit finance and in circumstances where consensus cannot be reached. The Chair of the meeting will have the casting

vote if required. When decisions of the Trust Board require a further formal decision, or ratification, by a partner agency, it will become the responsibility of the relevant representative to ensure that the matter is duly referred on to the formal decision-making body of the partner agency and to report on the outcome to the Children's Trust Board.

Conflict of Interest

All representatives on the Children's Trust Board will declare any personal interest they may have in any agenda item or other matter under discussion at the start of the meeting. Depending on the nature of the conflict the Chair and other members may decide there will be no further involvement by that member in the particular issue where there is conflict. The said member may be asked to withdraw while the particular issue is dealt with and accordingly shall comply. All expressions by members where a conflict applies to a particular issue are encouraged in advance and shall, where appropriate, be treated as confidential. Provider organisations may be excluded from specific investment and procurement decision making.

Conflict Resolution Arrangements

In the first instance, partners involved in a dispute should aim to resolve the issue(s) between themselves. If the issues remains unresolved, either partner may then refer the issue to the Children's Trust Board. If the Board is unable to resolve the issues, partners may wish to seek further recourse through independent mediation, or as a last resort, legal action. The Cabinet Member and Director of Children's Services should be informed of the outcome of this process, including whether or not the dispute has been resolved.

Frequency of Meetings

The schedule for meetings of the Children's Trust Board shall be bi-monthly. Meetings will be agreed annually in advance and will last no more than 3 hours.

Agendas and Papers

The Chair, in partnership with the Children's Trust Development Officer, will set the agenda for each meeting. Any member may give notice that they wish to include an item on the Children's Trust Board agenda by providing the Children's Trust Development Officer with notice where possible 15 working days in advance. All written reports/ papers in support of agenda items must reach the Children's Trust Development Officer at least 7 working days before the meeting. Agenda and papers will be made available to members a minimum of 5 clear working days in advance of the meeting.

Administration/ Support to the Board

Support for the development of Children's Trust business will be co-ordinated by Oldham Council through the People, Communities and Society Directorate. Administration and servicing of meetings will be provided for the first 6 months by the local authority. Arrangements will be reviewed after this period.

Financial Arrangements

There will be a need to adequately resource Oldham Children's Trust Board and associated sub-groups to discharge their roles effectively. Further work will need to be undertaken to evaluate the key activities required to support the effective functioning of

Oldham Children's Trust and to analyse the current capacity to undertake this work in the future.

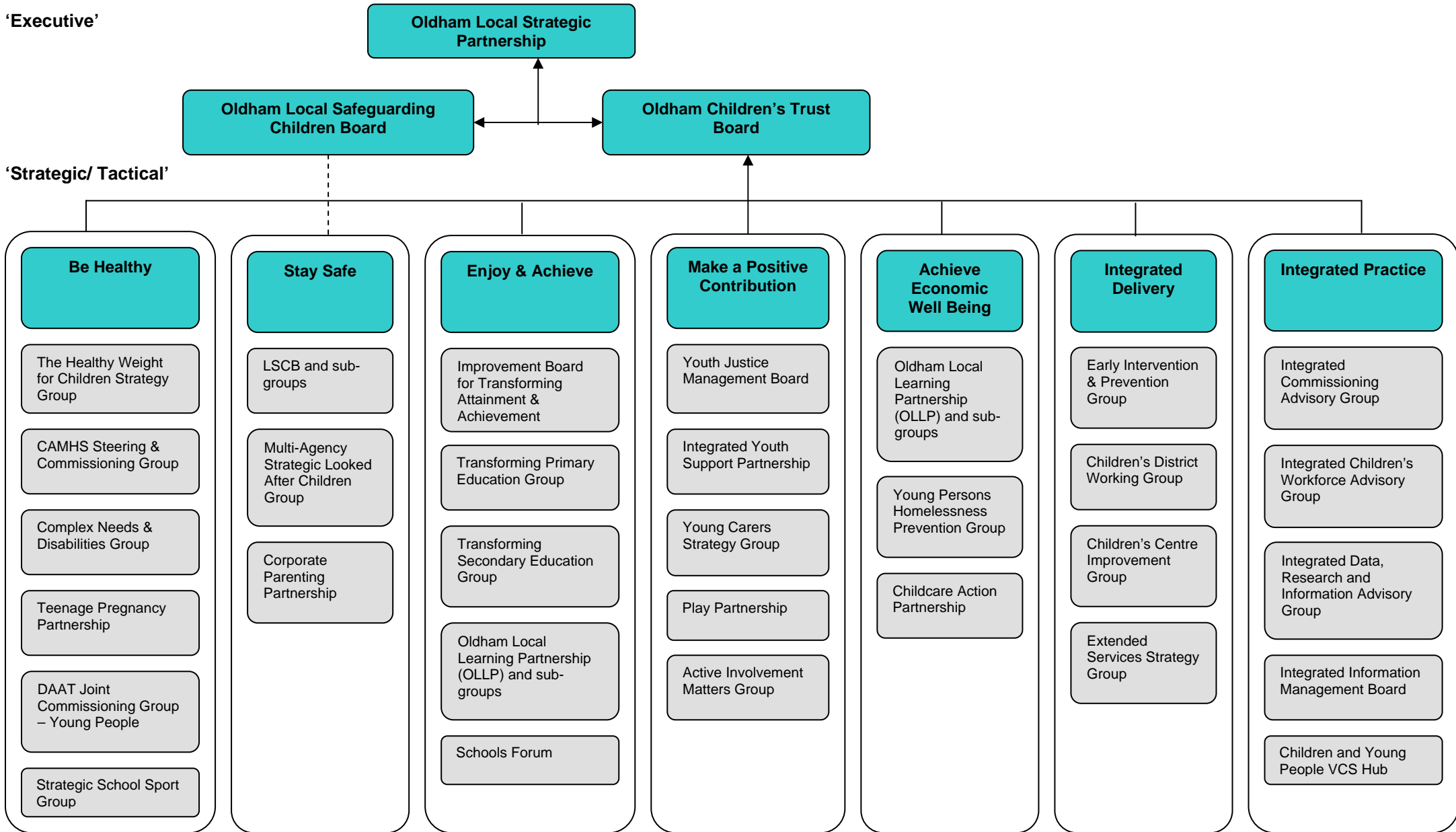
Amendments to Board Terms of Reference and Membership

The Children's Trust Memorandum of Understanding, including the terms of reference and membership, will be subject to annual review by the Board. The annual Children's Trust Board monitoring report will also be prepared and presented to the Local Strategic Partnership and respective governing bodies of partner organisations.

Risk Management Arrangements

A risk analysis of the Children and Young People's Plan will be developed and will be reviewed by the Children's Trust Board on an annual basis. Unanticipated issues and risks will also be escalated to the Children's Trust Board by Children's Trust sub-groups as appropriate. The local authority overview and scrutiny committee may also review and scrutinise decisions made or actions taken in connection to the discharge of functions which are the responsibility of the authority, which include the delivery of children's services. In doing so, the Overview and Scrutiny Committee may request information covering the full range of services for children and young people and not just those commissioned or provided by the local authority.

Oldham Children’s Trust - Interagency Cooperation Arrangements



We recognise that the form and function of some of these strategic/ tactical groups will inevitably change over time in response to changing priorities, issues and needs of the Trust. We equally acknowledge there are a range of other multi-agency groups both supporting these strategic/ tactical groups as well as working at an operational local level to drive forward improved outcomes for children and young people. Groups are placed under thematic areas for accountability purposes and on a ‘best fit basis.’

FORM AND FUNCTION OF CHILDREN'S TRUST STRATEGIC/ TACTICAL GROUPS

Work Stream	Form	Function	Coordinator/ Link Officer	Chair
Be Healthy Outcomes	The Healthy Weight for Children Strategy Group	To prevent and reduce the prevalence of overweight and obesity in children up to age 19 years and their families.	Healthy weight lead for Public Health and the PCT (commissioning) jofarrington@nhs.net	Associate Assistant Director, Family and Youth Support
	CAMHS Strategy & Commissioning Group	To oversee the planning and delivery of the joint strategy for children and young people with mental health, emotional and behavioural difficulties.	Senior Project Manager (Mental Health) NHS Oldham sianwimbury@nhs.net	Senior Project Manager (Mental Health) NHS Oldham
	Complex Needs & Disabilities Group	To develop and implement an integrated commissioning and delivery strategy for the parents of and children and young people with special educational needs / additional and complex needs	Head of Additional & Complex Needs Service Gary.mcbrien@oldham.gov.uk	Deputy Director, NHS Oldham
	Teenage Pregnancy Partnership	To ensure the delivery of the teenage pregnancy strategy to reduce under 18 conceptions and support young parents back into education and employment.	Chief Executive, Positive Steps Oldham (Interim) timmitchell@positivestepsoldham.org.uk	Associate Assistant Director, Family and Youth Support
	DAAT Joint Commissioning Group (JCG) - Young People	To lead on the strategic development and commissioning of substance misuse services in Oldham	DAAT Strategic Manager janetsewart@positivestepsoldham.org.uk	Chief Superintendent, Greater Manchester Police, Oldham Division and Assistant Chief Executive
	Strategic School Sport Group	To provide management and direction to the implementation and delivery of the PE and Sport Strategy for Young People (PESSYP) in Oldham and to provide a collaborative mechanism to champion the value of sport in addressing wider agendas and delivering outcomes for children and young people in Oldham.	Head of Integrated Youth, Oldham Council neil.consterdine@oldham.gov.uk	Head of Integrated Youth, Oldham Council
Stay Safe Outcomes	Local Safeguarding Children Board	To ensure the effectiveness of work to safeguard and promote the welfare of children by member organisations	Service Manager – Safeguarding (interim) margaret.raynor@oldham.gov.uk	Independent Chair
	Multi-Agency Strategic Looked After Children	To drive forward improved outcomes for looked after children and care leavers	Head of Provider Services steve.slater@oldham.gov.uk	Group Manager of Children's Services, Action for Children

FORM AND FUNCTION OF CHILDREN'S TRUST STRATEGIC/ TACTICAL GROUPS

Work Stream	Form	Function	Coordinator/ Link Officer	Chair
	Group			
	Corporate Parenting Partnership	To continue to develop corporate parenting roles and responsibilities to ensure positive outcomes for looked after children and care leavers	Corporate Parenting Manager zoe.charnock@oldham.gov.uk	Cllr Kay Knox, Lead Member for Children
Enjoy and Achieve Outcomes	Improvement Board for Transforming Attainment and Achievement	To monitor the impact of the actions undertaken to accelerate improvement in pupil attainment and achievement, with efforts to align the extensive Building Schools for the Future (BSF) and Academies programme	Associate Assistant Director, Learning and Attainment chris.hill@oldham.gov.uk	Chief Executive, Oldham Council
	Transforming Primary Education Group	To raise standards and improve the quality of education for children of primary school age (0 – 11) in Oldham	Head of School Improvement gail.webb@oldham.gov.uk	Head of School Improvement
	Transforming Secondary Education Group	To raise standards and improve the quality of education for young people of secondary school age (11 – 19) in Oldham	Head of School Improvement gail.webb@oldham.gov.uk	Head of School Improvement
	Oldham Local Learning Partnership	To ensure delivery of skills and qualifications relevant the local economy.	Economy and Skills Unit Divisional Manager jon.bloor@oldham.gov.uk	Principal of Oldham Sixth Form College
	Schools Forum	To have strategic oversight of decisions which concern the funding of schools	Senior Accountant liz.caygill@oldham.gov.uk	Secondary School Governor
Make a Positive Contribution Outcomes	Youth Justice Management Board	To oversee the Youth Justice services provided in Oldham, to prevent offending and re-offending by children and young people under the age of 18, and to hold agencies to account regarding the service they provide to YOS clients.	Head of Youth Offending Service stephbolshaw@positivestepsoldham.org.uk	Assistant Executive Director – Children and Young People (Director of Children's Services)
	Integrated Youth Support Partnership	To develop and oversee the multi agency strategy related to Integrated & Targeted Youth Support Services (IYS/TYS)	Head of Integrated Youth, Oldham Council neil.consterdine@oldham.gov.uk	Associate Assistant Director, Family and Youth Support

FORM AND FUNCTION OF CHILDREN'S TRUST STRATEGIC/ TACTICAL GROUPS

Work Stream	Form	Function	Coordinator/ Link Officer	Chair
	Young Carers Strategy Group	To monitor and review the implementation of the Young Carers Action Plan	Project Officer, People, Communities and Society. colin.carey@oldham.gov.uk	Associate Assistant Director, Family and Youth Support
	Play Partnership	To implement Oldham's Play and Free-time Strategy	Service Manager – Integration (to be reviewed) jenny.dennis@oldham.gov.uk	Head of Service, Street Scene and Public Realm
	Active Involvement Matters Group	To bring together representatives working with children and young people across the Trust, who have an interest in working in partnership to promote active involvement.	Integrated Youth Neighbourhood Manager debbie.lyons@oldham.gov.uk	Senior Empowerment and Participation officer
Achieve Economic Well Being Outcomes	Oldham Local Learning Partnership	To implement 14-19 strategic responsibilities and ensure delivery of skills and qualifications relevant the local economy.	Towards a University Town Co-ordinator jon.bloor@oldham.gov.uk	Principal of Oldham Sixth Form College
	Childcare Action Partnership	To establish a strategic approach and implementation plan to ensure there is sufficient affordable accessible childcare provision available in the Borough	Service Manager - Business Relationships gerri.barry@oldham.gov.uk	PVI (Private, Voluntary and Independent) Sector Lead
	Young Persons Homelessness Prevention Group	To address housing & homelessness issues amongst young people aged 16-25.	Homelessness Strategy Officer nina.cooper@oldham.gov.uk	Homelessness Strategy Officer
Integrated Delivery	Early Intervention & Prevention Reference Group	To ensure an integrated approach across all agencies involved in supporting families and identifying and meeting need.	Head of Preventative Services maria.greenwood@oldham.gov.uk	Assistant Director of Barnardos
	Children's District Working Group	To drive forward area based working across Oldham Children's Trust, and ensure it is effectively coordinated and managed.	Children's Locality Lead debbie.holland@oldham.gov.uk	Associate Assistant Director, Family and Youth Support
	Children's Centre Improvement Group	To performance manage Oldham's Children Centre Programme	Head of Preventative Services maria.greenwood@oldham.gov.uk	Associate Assistant Director, Family and Youth Support

FORM AND FUNCTION OF CHILDREN'S TRUST STRATEGIC/ TACTICAL GROUPS

Work Stream	Form	Function	Coordinator/ Link Officer	Chair
	Extended Services Strategy Group	To ensure effective multi-agency delivery of the Extended Services Strategy and core offer across all schools in Oldham	Interim Extended Services Manager debbie.holland@oldham.gov.uk	Chief Executive, Positive Steps Oldham
Integrated Practice	Integrated Commissioning Advisory Group	To lead on Children's Trust Commissioning	Joint Commissioner – Children and Young People ed.francis@oldham.gov.uk	Associate Assistant Director, Family and Youth Support
	Integrated Children's Workforce Advisory Group	To drive forward the development of an integrated children and young people's workforce in Oldham	Interim Children's Workforce Manager janet.baker@oldham.gov.uk	Head of Workforce and Organisational Development
	Integrated Data, Research and Information Advisory Group	To develop and implement a data-rich and evaluative approach to strategic and operational planning across Oldham Children's Trust.	Head of Modernisation and Information Management lesley.perkins@oldham.gov.uk	Corporate Research and Intelligence Manager
	Integrated Information Management Board	To ensure that information systems and information governance arrangements effectively support the delivery of ECM outcomes in a timely and responsive manner, and benefit from collaborative interagency working.	Senior Information Systems Officer paul.griffiths@oldham.gov.uk	Head of Modernisation & Information Management
	Children and Young People VCS Hub	To support and link voluntary, community and faith sector organisations working with children and young people across the borough and ensure they are engaged in the work of the Children's Trust at all levels through appropriate communication and representation structures.	3 rd Sector Engagement Manager, PSO. laurawindsor@positivestepsoldham.org.uk	Director, Positive Steps Oldham

Oldham Children's Trust Lead Officers

The following table outlines who the lead officers are for each work strand in Oldham Children's Trust arrangements.

ECM Outcomes	Lead Officer
Be Healthy Outcomes	Associate Assistant Director – Family and Youth Support Services
Stay Safe Outcomes	Associate Assistant Director – Safeguarding Vulnerable Children and Young People
Enjoy and Achieve Outcomes	Associate Assistant Director – Learning and Attainment
Make a Positive Contribution Outcomes	Associate Assistant Director – Family and Youth Support Services
Achieve Economic Well Being Outcomes	Associate Assistant Director – Learning and Attainment

Integrated Delivery	Lead Officer (s)
Integrated Delivery	Associate Assistant Director – Family and Youth Support Services and Chief Executive, Positive Steps Oldham

Integrated Practice	Lead Officer (s)
Commissioning	Joint Commissioner – Children and Young People
Workforce Development	Head of Workforce and Organisational Development
Data, Research and Information	Head of Modernisation and Information Management
Information Management	Head of Modernisation and Information Management
VCS Engagement	Chair VCS Hub and 3 rd Sector Engagement Manager

Lead Officer Roles and Responsibilities

ECM Outcome Leads (supported by designated strategic officers from across the Trust) and Integrated Practice and Delivery Leads are responsible for:

- taking forward priorities linked to their outcome/ work strand which have been set by the Children's Trust Board and included in Oldham's Children and Young People's Plan,
- overseeing and monitoring the progress of groups (and associated sub-groups) linked to their outcome/ work strand, considering and acting upon issues raised;
- agreeing strategy and plans linked to their outcome/ work strand, ensuring all key strategic documents are ratified by the Children's Trust Board;
- driving and managing performance linked to their outcome/ work strand, identifying and agreeing where action needs to be taken to deliver improvements;
- managing and minimising risks connected to their outcome/ work strand, escalating issues to the relevant 'advisory group' or where deemed more appropriate, direct to the Children's Trust Board;
- taking responsibility for providing regular progress updates to the Children's Trust Board in respect of their outcome/ work strand and advising the Board of areas where improvements are needed;
- ensuring strategic decisions made by the Children's Trust Board are actioned and implemented;
- playing a lead contributory role in the development and annual review of Oldham's Children and Young People Plan (CYPP);
- responding to external inspection findings and recommendations connected to their outcome/ work strand; and
- ensuring appropriate links are made with other groups across the wider Oldham Partnership.

Children's Trust Escalation Templates

OLDHAM CHILDREN'S TRUST ESCALATION TEMPLATE	
Group/ Board	e.g. The Healthy Weight for Children Strategy Group
Chair	
Lead Officer/ Coordinator	
Requested Escalation Route	Integrated Commissioning Advisory Group <input type="checkbox"/> Integrated Children's Workforce Advisory Group <input type="checkbox"/> Integrated Data, Research and Information Advisory Group <input type="checkbox"/> Integrated Delivery Advisory Group <input type="checkbox"/> Children's Trust Board <input type="checkbox"/> Other group (please specify) <input type="checkbox"/>
Summary of issue	
Overview of any work that has already taken place to try and address this issue	
Outline of support requirements/ requested action	

Completed escalation templates to be sent to the Children's Trust Development Officer in the first instance

Children's Trust Progress Updates

Guidance

It is important that Oldham Children's Trust Board can form a collective view of the extent to which outcomes for children, young people and families are improving and priorities and targets in the Children and Young People's Plan (CYPP) are being achieved. To that end, ECM Outcome Leads and Integrated Practice and Delivery Lead Officers are required to provide regular thematic progress updates to the Children's Trust Board. The purpose of progress update sessions is to:

- provide an opportunity for lead officers (in conjunction with their relevant strategic support officers) to present aspects of their work and outline key achievements and challenges;
- encourage Lead officers to assess the degree of fulfilment of CYPP priorities and agreed actions to date;
- provide an opportunity for Children's Trust Board members to set clear goals for the coming period;
- enable the Board to anticipate future performance issues and overcome any risks and issues connected to delivery of activity; and
- enable cross cutting opportunities to be identified

Lead officers (in conjunction with their relevant strategic support officers) are required to provide progress updates linked to their theme on at least a bi-annual basis. This will involve completing the template overleaf and preparing a presentation in order to facilitate open and interactive discussions at Board meetings. Completed templates and presentations must be submitted to the Children's Trust Development Officer by agreed deadlines.

OLDHAM CHILDREN'S TRUST PROGRESS UPDATE

Outcome/ Theme	
Lead Officer(s)	
Supporting Officer(s)	
Supporting Groups	
CYPP Priority/ priorities	
<p>What are the national and local drivers behind this outcome/ thematic area?</p> <ul style="list-style-type: none"> • • 	
<p>Have there been any policy updates or local strategy developments during the last 6 months?</p> <ul style="list-style-type: none"> • • 	
<p>What progress has there been against CYPP priorities connected to this outcome/ thematic area (i.e. activity and performance)?</p> <ul style="list-style-type: none"> • • 	
<p>Has any work taken place across other areas of the Oldham Partnership which have impacted on this outcome/ thematic area?</p> <ul style="list-style-type: none"> • • 	

Have any resource commitments and pressures occurred which have impacted on this outcome/ thematic area in the last 6 months?

-
-

What are key areas of activity and intended outcomes in respect of this thematic area in the next 6 months?

-
-

Oldham Children's Trust Board Briefing/ Discussion Template

[Insert Title of Report]

Report of [insert title of person submitting report]

[Insert date]

Officer Contact: [Insert email address]

Purpose of Report

[Briefly explain the purpose of the report]

Executive Summary

[Briefly give an overview of the content of the report so that the reader can read the summary and gain a complete understanding of what's in the report without having to wade through the whole thing]

Recommendations

[Insert key/ specific recommendations. Bullet points or short sentences should be used where possible. Check that the decision you require is clear and that you have you covered all points]

1 **Background**

1.1 [Introduce the report, including history of previous decision/background matters to be taken into account]

[Link to Oldham Children and Young People's Plan and Priorities]

[The headings and paragraphs which follow the Background will vary depending upon the type and content of the report]

2 **Current Position**

2.1 [State where you are now – relevant matters to be taken into consideration in the decision]

3 **Options/Alternatives**

3.1 [State the options available and the advantages/disadvantages of each option]

4 **Preferred Option**

4.1 [Give detailed reasons for the way forward chosen and any other action required]

5 **Consultation**

5.1 [Include consultation details and responses where appropriate]

6 **Financial or Human Resources Implications**

6.1 [Include any financial or human resource implications where appropriate.]

7 **Risk Assessments**

7.1 [Identify any risks where appropriate to be taken into consideration]

8 **Background Papers**

8.1 [Provide a list of background papers on which this report is based]

9 **Appendices**

9.1 [List and attach all appendices for the report]