



Working together — change for children and young people in Bolton

**The Third Sector's strategic engagement
in integrated children's services**

Bolton

FOREWORD

The Third Sector in Bolton varies enormously in size, from small local groups staffed exclusively by volunteers, to large national charities. Broadly speaking, however, the sector is comprised of organisations that are:

- non-governmental (independent of government and constitutionally self-governing)
- value-driven, in that they exist for the good of the community and their primary purpose is to promote social, environmental or cultural objectives in order to benefit society as a whole or particular groups within it
- not established for financial gain; they principally reinvest any financial surpluses to further social, environment or cultural objectives.

The third sector encompasses voluntary and community organisations, large and small registered charities, foundations, trusts, social enterprises, cooperatives, mutuals and other non-profit organisations such as independent schools. The Children and Young People's Third Sector Strategic Forum in Bolton has been developed with a broad brief to work closely with the Children's Trust, Children's Services and children and young people's third sector to ensure that there is a cohesive approach to the development and delivery of integrated children's services.

There is evidence that the Third Sector has already started to develop its capacity to respond to the challenges of commissioning in a competitive market. The approach has raised standards and brought new providers from the third sector into the market. There is a commitment to develop collaborative partnerships and multi-disciplinary integrated teams.

This document sets out the governance and framework arrangements for the Forum.

We would wish to thank and acknowledge all the people that have helped support the development of the Forum.

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The Third Sector's strategic engagement in Integrated Children's Services

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Introduction

Background

In August 2006 Children's Services commissioned a review of the strategic engagement of the voluntary sector in the 'Change for Children' Agenda. The findings were published in a report; 'Maximising the Engagement of the VFCS in Bolton – Planning to Effect Improvement'.

The proposals included:

- The need for greater clarity regarding a mandate for representation on the various groups established.
- Proposals regarding the development of a well functioning children and young people focused group to:
 - allow optimum communication and dissemination of information within the sector
 - ensure contribution of the sector to strategic planning processes.
- Proposals relating to the purpose for this forum and any infrastructure established to support it.
- Proposals regarding the broader relationship building issues, relating to change management and workforce reform.
- Mechanisms and processes for implementing and review.

Response

To respond to the proposals a two year strategic lead post was established to take forward the recommendations from May 2007 – May 2009. Funding for the post was provided through Children's Services and line management was provided through CVS. A joint steering group (CVS and Children's Services) managed the workplan and directed the work of the post holder.

The broad brief was to work closely with both children's services and all providers within the children and young people voluntary and community sector to ensure a cohesive approach to the development and delivery of integrated children's services.

Independent Review

In November 2008 an independent review was commissioned and report produced - 'Report in Respect of the Review of the Impact of the Strategic Lead (VCS Children and Young People) Role'

Way Forward

It was agreed that:

- There is a need for a continuing deliberate strategy relating to the engagement of the third sector
- A lead person should be responsible for driving this strategy forward as well as being able to establish good relationships within children's services and ensure credibility in the sector.
- The establishment of a revised and very clear work plan with milestones and a clear reporting process with accountability back to the Children's Trusts. Accountability to the Voluntary Community Sector should be inherent within this.
- The implementation of a process for representatives from the sector to be nominated through a transparent process to relevant groups and mechanisms set up to support them in their roles.
- A separation out of the task focused capacity building element of small local organisations which might best be addressed in a more integrated way through workforce development planning.
- CVS should be responsible for supporting the engagement of the voluntary, community and faith sector in the strategic planning, development and delivery of the Children and Young People Plan and associated work.

What is the Children and Young People's Third Sector Strategic Forum?

In response to the recommendations of the independent review in November 2008 and as the Children's Trust Arrangements in Bolton are being developed it is essential that the children and young people's third sector continues to be fully engaged at a strategic level. To achieve this the Children and Young People's Third Sector Strategic Forum has been established which is recognised as the reference and consultation group for both the Children's Trust Board and its related groups.

The Forum will enable the two-way dissemination of information regarding services to children and young people. Whenever possible it will also facilitate consultation regarding all significant service developments, strategies and plans concerning children and young people.

In order for the Forum to move forward a more structured method of engagement and representation at a local and strategic level is required to ensure the sector remains influential in the continuing dialogue.

The Forum

A wide range of local third sector agencies are represented on the Forum. The Forum is a borough-wide body with a remit to include involvement of the children and young people's third sector in the development of a Children's Trust approach at a strategic level.

The Forum aims to:

- involve children and young people's third sector in the development of a Children's Trust approach at a strategic level;
- facilitate information sharing;
- link to the five Every Child Matters outcomes and not lose sight of children and families;
- support the participation of children, young people and families in the process
- equip the sector to deliver services that children, young people and families want
- demonstrate and articulate the diversity of the sector;

- ensure prevention and early intervention is embedded in all planning, commissioning and delivery;
- ensure that the third sector is able to demonstrate its impact against the children and young people's national indicator – (See Appendix 1)
- review roles, responsibilities and effectiveness of the Forum on an annual basis.

Membership is open to all voluntary community and faith sector organisations providing services to children and young people (0 to 19 years or up to 25 for people with a registered disability) in Bolton and who work in partnership with Bolton CVS and Bolton Council Children's Services.

Contact Details

Any organisation wanting more information should visit the website at www.bolton3cyp.org.uk or email forum@birtenshaw.org.uk

Who else is involved and supports the Forum

Bolton Community and Voluntary Services (CVS)

Bolton CVS is an independent infrastructure organisation which aims to develop and promote voluntary action throughout Bolton in order to meet the needs of the community. Bolton CVS:

- provides a range of information through newsletter (Jumbo), website, information leaflets and resource library;
- provides advice and support to help organisations find and apply for funding;
- provides learning and personal development opportunities on a wide range of subjects;
- supports a range of forums (including the Children and Young Peoples Strategic Forum) to maintain strong channels of communication between voluntary and community groups and local statutory organisations such as Bolton Council, the NHS and local funders;
- supports volunteers and promotes good practice to volunteer involving organisations;
- manages The Bolton Hub - a centre for local voluntary and community groups;
- administers a number of small grants for voluntary and community groups, on behalf of a variety of funders;
- promotes and develops the Big Bolton Fund, to support small voluntary groups in their work.

The Bolton Community Network

Bolton CVS is the lead agency for Bolton's Community Network. As part of the Government's Neighbourhood Renewal Strategy, the aim of the Network is to encourage the Third Sector to become involved in partnership working, especially the Local Strategic Partnership.

The Network provides:

- capacity building support to enable groups to have a voice in the regeneration of their communities.
- one-to-one help from our team of community engagement workers to help groups assess their development needs and to identify where they can get further support.
- support development workers and community engagement workers to enable communities to campaign more effectively.
- training courses that help communities to participate more confidently and effectively in partnership working.
- forums which allow the Third Sector to make its voice heard, e.g. The Children and Young People's - Third Sector Strategic Forum.
- networking events which focus on informal networking amongst groups and individuals and developing networking skills.

Children's Services Strategic Lead

Bolton Children's Services provides support to the Forum through a nominated strategic lead whose remit is to support the ongoing development of the strategic engagement of the third sector as well as the Forum by:

- providing input and support to the development of the Forum
- acting as a link between the Children's Trust, Children's Services and the Forum.
- helping identify links and support from with Children's Services including co-opted members.
- encouraging Children's Services DMT, Commissioners, Head of Service to recognise the Forum as the main point of contact for third sector strategic engagement for children and young people.

VCS Engage

VCS Engage is funded by the Department for Children, Schools and Families (DCSF) to strengthen the engagement of the voluntary and community sector (VCS) in delivering the Every Child Matters: Change for Children agenda.

The VCS Engage website raises awareness of issues and signpost relevant information that will support the VCS in its engagement, understanding and growth. For more information visit the website

www.vcsengage.org.uk

VCS Engage provides direct support to the Forum through a North West Lead.

Terms of reference

The purpose of the Forum is to:

- be a responsible and influential body that will champion the Every Child Matters agenda and improve outcomes for children and young people.
- represent the interests of the children and young people's third sector.
- nominate and agree representation as requested.
- promote the engagement of the third sector organisations in developing and implementing Bolton's Children's Plan and to inform the Children's Trust.
- promote the Forum as the appropriate body in relation to the planning, development and commissioning of services in partnership with Children's Services.
- promote the collaboration and supportive working practices between members of the Forum.
- support, inform and receive feedback from members on forums, partnerships and planning groups etc.
- provide opportunity for the third sector collectively to debate, consider and contribute to relevant issues and agendas in relation to children, young people and their families.
- communication at all levels of membership.
- annually to review the aims and objectives of the Forum and revise them in line with any new or emerging priorities.
- share knowledge and information through a clear communication strategy.
- provide support and guidance on policy and strategy and highlighting issues and themes that need addressing by the sector.

The Forum also aims to:

- work to resolve issues of common concern
- gathering evidence of the voluntary sector's contribution to improving outcomes for children, young people and families
- link into local planning structures
- demonstrate contribution and impact on local and national performance targets

Membership

The Forum is accessible and open for voluntary organisations working with children, young people and their families.



Chair and vice-chair

Role description

Role definition of the chair and vice-chair is:

- To plan the annual cycle of meetings in line with other relevant borough wide meetings
- Chair and facilitate Forum meetings
- Coordinate agendas for Forum meetings
- Ensure that agendas and relevant papers are circulated to Forum members in advance of meetings
- Ensure that clear, concise minutes of Forum meetings are produced and circulated to forum members following meetings
- Ensure that decisions made and actions required from forum meetings are clearly recorded
- Ensure the co-ordination and development of the membership structure
- Monitor that decisions taken at meetings are implemented
- Provide direction and focus to Forum meetings
- Provide impartiality and objectivity to decision-making
- Liaise with the steering group in order to keep an overview of the Forum role, function and effectiveness
- To have an oversight of any finances and resources managed by the Forum and to ensure financial scrutiny.

Vice Chair

The Vice-Chair deputises for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

Person Specification

The person specification for the chair and vice chair includes:

- Leadership and management skills
- Knowledge/competence in children's services
- Experience/knowledge of local authority work
- Experience of committee work
- Tact and diplomacy
- Good communication and interpersonal skills
- Impartiality, fairness and the ability to respect protected information and confidentiality
- Champion for children and young people
- Promotes and demonstrates inclusiveness
- Capacity to carry out the role effectively

Appointment

The appointment of a chair and vice chair is through a clear and transparent process as follows:

- An expression of interest is requested from members and a 'proposer' and a 'seconder' asked for.
- If more than one candidate is proposed and seconded for a position, a paper ballot will be held. The person with the greater number of votes will be appointed.
- Appointments will be made for one year with an option of up to three years.

Steering group

A steering group of the Forum operates to support the chair to manage and deliver the Work Plan on behalf of the Forum members.

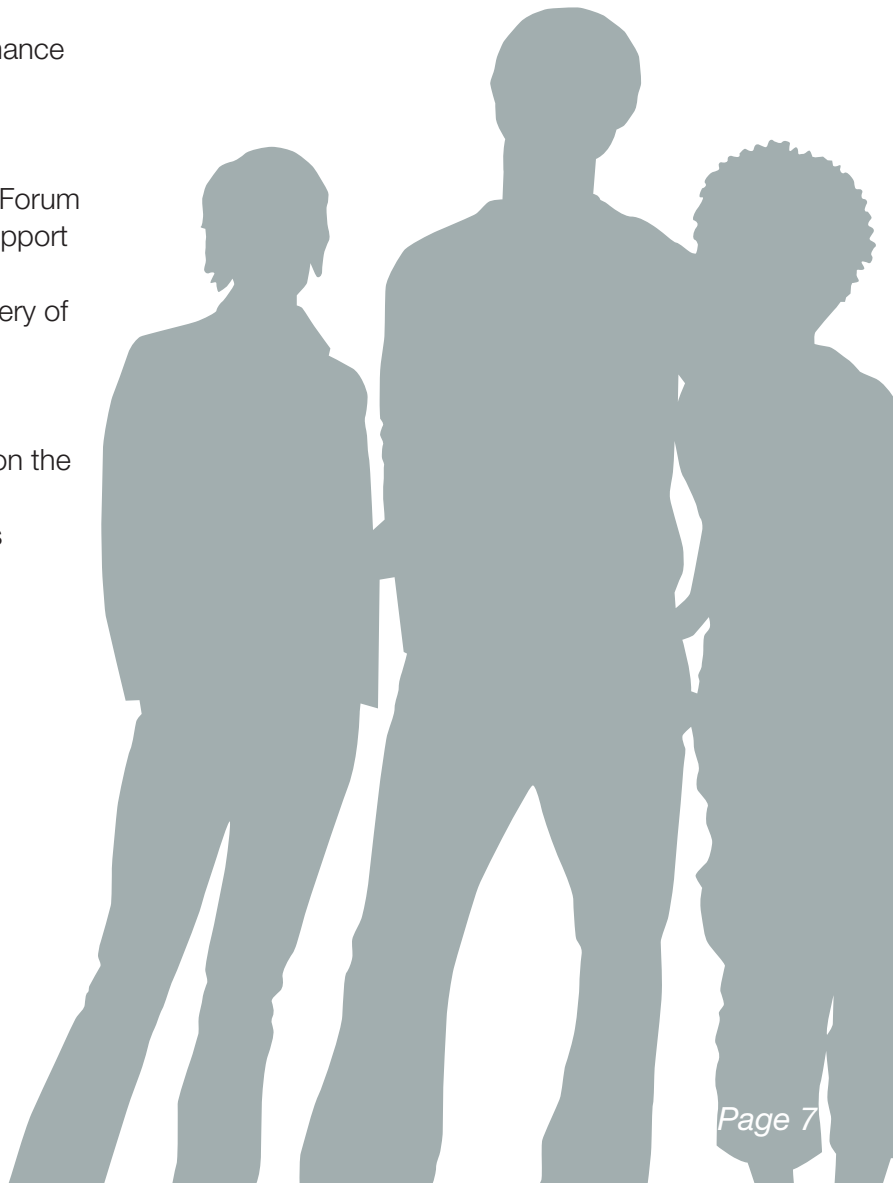
Members of the Steering Group include:

- Chair
- Vice Chair
- Local authority Children's Services representative
- CVS representative
- Co-opted Members as agreed to support the objectives of the workplan

The Steering Group will oversee the management and delivery of the workplan and objectives. This will be achieved by utilising existing resources and working in partnership with others.

The Steering Group aims to:

- facilitate information sharing
- ensure that the priorities of the Forum are aligned with the:
 - Bolton's Children's Plan and priorities
 - Children and Young People National Performance Indicators (See Appendix 1)
 - Every Child Matters outcomes
 - Local Area Agreement Targets
- support and carry out the annual review of the Forum
- provide business and financial management support to the Forum and its working groups
- support the development, monitoring and delivery of the Workplan (See Appendix 2)
- secure and manage resources to support the development of the Forum
- develop and facilitate working groups to work on the priorities of the Forum
- plan the agenda and structure Forum meetings



Membership arrangements

Membership

Membership of the Forum is open to voluntary community, faith and other not for profit organisations that provide services to Bolton's children, young people and their families.

The Forum recognises the importance of including the viewpoints of those groups lacking the resources to fully engage with consultation or commissioning processes. The Forum seeks to encourage the involvement of minority ethnic and diverse groups and volunteer led community organisations working with children, young people and families.

Levels of Engagement

Organisations and groups can decide at which level they engage (see figure 1). This may depend on people's skills, organisational capacity and ability to effectively engage at the level chosen.

The levels are:

Associate membership

Level 1 – Information: Networking and information sharing. Inclusive level, which offers information largely through emails and e-newsletters. Groups can indicate which themes and specialist areas they are interested in as they emerge.

Level 2 – Consultation: Gives the opportunity to be involved in consultations. This might be through a meeting or a paper based exercise as the need arises.

Organisations automatically become Level 1 and Level 2 Members by being a registered organisation through CVS (unless they otherwise indicate that they do not wish to be included).

Full membership

Level 3 – Active participation: attendance and active participation provides opportunities for groups to be involved and engaged in strategic decision making,

policy development, integrated delivery of services and delivery of the work of the Forum.

Level 4 – Strategic representation: For members interested in being representatives to represent the sector on various local, sub regional and regional partnership boards, networks and meetings. Representatives are held accountable to the sector and nominated via the principles and job roles detailed in the Governance Framework.

Organisations that wish to become a Level 3 or Level 4 member must complete and return an application form – (See Appendix 3).

Co-opted Member – are individuals or organisations that are not from the third sector but offer support to the Forum. They are not full members and do not have voting rights. They may include CVS and local authority officers etc who provide a professional and supportive role to the Forum and its members. They do not represent the Forum unless specifically asked to by the chair.

Working groups

All members will have the opportunity to become involved in smaller working groups that come together to develop particular themes or workstreams, e.g. workforce development, age related activity (0-5, 5-19).

Cost

Membership is free and members are not expected to make any financial contribution towards supporting the Forum to operate.

Financial support

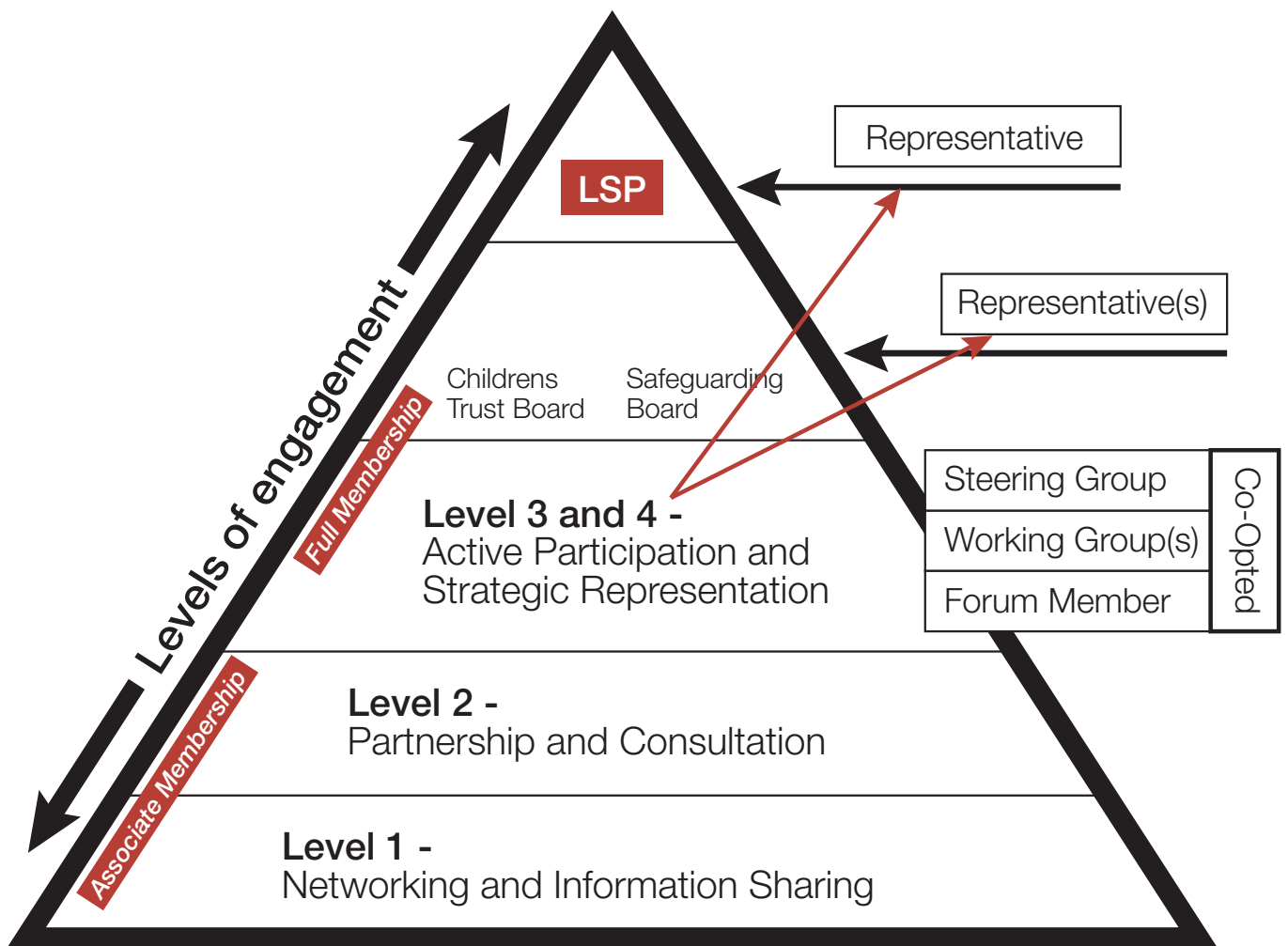
If finance is a barrier to any full member participating or being a representative the Forum will seek to identify support on an individual basis. Requests need to be made in writing to the Chair in advance and agreed before undertaking the activity.

Voting

There is one vote per member organisation.

Reviewing memberships

All memberships will be reviewed on an annual basis. Members will not need to re-apply but will be asked to confirm that they still wish to continue current membership arrangements.



Bolton Children and Young People’s Third Sector Strategic Forum Representation Framework

LSP = Local Strategic Partnership

Figure 1

Representation and representatives

It is acknowledged by central and local government that the third sector has a key role to play as a strategic partner. This is reflected in the increasing number of boards/steering groups which have a third sector representative seat.

Unlike statutory agencies, individual representatives on behalf of the sector are accountable (or in some instances not accountable) to diverse groups or individual organisations. Consequently in an attempt to ensure accountability as far as possible, it is important that requests for representatives are made through the Forum. (See Appendix 4 for Representation & representatives request template).

Consideration will be given first to Full Members of the Forum who, as part of their commitment to the Forum, have already agreed to represent the sector. Representatives are held accountable to the sector and nominated via the principles and job roles detailed in this Governance Framework.

The role of the Forum

The Forum undertakes to set up and manage a process for appointing an appropriate representative onto a multi-agency board/group by:

- being the first point of contact for partners in order to set up third sector participation to a board/group
- liaising with partners to develop a role description for the opportunity and circulate it within the Forum (or sector)
- gathering expressions of interest
- setting up a process to agree on the most appropriate person to take on the role, this will depend on the level of the role and the number of people who are interested in taking it on
- provide a mechanism for information flow.

The role of the Forum representative

The representative will undertake to:

- be consistent in their attendance at meetings as far as possible
- ensure that a third sector perspective is brought to the discussions and work of the board/group, rather than as an individual network or organisation
- be a conduit, with support, of information flow to/from the Forum and the board/group
- speak on behalf of the Forum as far as possible. If participants are speaking on behalf of their own organisations they will make this clear to the board/group.

Role definition includes:

- collecting issues of importance from the third sector;
- disseminating decisions made;
- attend all meetings nominated to attend or nominate a deputy from within the Forum (full members);
- reporting back to the Forum on meetings attended (or not attended);
- acting as an advocate for the sector rather than own organisation;
- acting as a critical friend for statutory services;
- promoting joint working across the sector as well as with statutory bodies;
- actively participate in all meetings.

Person specification:

Any person acting as a representative for the Forum will be:

- able to operate strategically within the Every Child Matters and Youth Matters agenda.
- from an organisation working with children, young people and families in the sector;
- committed to act as a representative of the sector collectively rather than their own particular group;
- able to show sufficient understanding of their field of interest and is able to talk about the needs of children and young people;
- aware of the Change for Children and Every Child Matters Agenda including:

- Children’s Trust Arrangements
- Integrated working
- Common Assessment Framework (CAF)
- Contact Point
- Children’s Workforce Development
- Commissioning
- Quality Standards
- able to promote joint working across the sector and with statutory partners;
- has the capacity to undertake the role.

Declaration of interest:

Members will declare any financial, personal, business or organisational interest in any discussions of the Forum or whilst representing the Forum externally to the chair.

Confidentiality

Forum members and representatives will occasionally receive information which is not in the public domain. It is the responsibility of the individuals concerned to ensure this information remains confidential.

Forum support to the representative

The Forum will support the representatives by:

- supporting the representative to be accountable and transparent in their role.
- providing support in terms of administration, identifying and meeting training needs, circulating information etc.
- bringing together sector representatives on different boards/groups to share experiences, identify common themes of work and highlight any issues.
- providing a mechanism for mediation if working relationships deteriorate for any reason.
- reviewing the role on a yearly basis.
- monitoring and promote Compact compliance.

The role of the statutory agency or other partner requesting participation.

The statutory agency/partner undertakes to:

- use the Forum as the first point of contact in order to request a third sector representative on a board/group.
- recognise the independence of the Forum in selecting representatives in whom members of the sector have trust and confidence. In certain cases the board/ group will work alongside the Forum to ensure that the appropriate representative is selected.
- be prepared to work in accordance with the Compact
- offer an induction and identify key documents the representatives should be familiar with prior to starting to attend meetings.
- recognise the different issues associated with consulting and representing a ‘sector’ as opposed to a single agency and take these into account in terms of the expectations of the representatives role (this may mean ensuring the representative has time to undertake consultation: the representative cannot offer guarantees or any such undertakings without consultation).
- be clear about any requirements for confidentiality.
- work with the Forum to identify capacity building issues and ways in which these can be supported.

Dispute resolution

If there are concerns about any representatives on behalf of the Forum the situation will be dealt with informally in the first instance through discussions with the Forum chair and the group/board chair.

If the situation is not resolved then those involved should refer to the Compact, and the Compact conciliation process. This provides a process to resolve the issue, and to ensure it is dealt with in a transparent and fair way for all those involved.

Communication strategy

Good and effective communication is important for ensuring the Forum achieves its aims and objectives. It is therefore essential that there are effective communication information systems and processes in place that will be easy to use, accessible, robust and reliable.

Key Strategic Aims

The Communications Strategy will support the aims and objectives of the Forum and promote the activities that it organises. The key strategic aims will be to:

- Promote the Forum
- Improve communication between sector and groups and those with whom it has contact;
- Make it easy for people to find out about the Forum;
- Establish appropriate methods to regularly consult with members as there is a recognition that not all organisations have the resources to attend regular meetings;
- Be environmentally friendly;
- Comply with freedom of information, data protection, safeguarding and equal opportunities and DDA requirements

Guiding principles

The following guiding principles will apply:

- Communication processes will be clear and known to all members;
- Communication will be purposeful and timely;
- Communication will be open, honest and frank;
- Will allow information to feed into and out of the Forum
- In general, relevant information will be available on an open basis, and only in exceptional cases (e.g. to preserve confidentiality), not made available. The reason for this will be clear and respected by all members.

The following principles will also underpin the written communication:

- Simple language
- Structured and well laid out
- In an appropriate form and focused on the recipient audience
- Based on what people need to know
- Regular, timely and realistic



Implementing the communications strategy

The communication strategy will be implemented through a range of different ways:

Printed information

Printed information is most useful as promotional material at workshops and conferences and for sending out in the post. Increasingly information is published online, so all printed information will also be made available electronically via email/websites etc.

Website

The Forum does not currently have its own website but will use CVS website to advertise its events and Forum activities. The website will contain dates of Forum meetings, minutes of meetings, governance documentation, useful links, training and development opportunities and future events.

Mailing/Emailing Lists

Wherever possible email and the website will be used to communicate and share information. If members do not have access to this information electronically then a request can be made for the information to be made available by other means.

The email address for the Forum is **forum@birtenshaw.org.uk**

The website address is **www.bolton3cyp.org.uk**

Emailing Lists

The emailing lists will comprise all members of the Forum and wider contacts as agreed and members will receive regular communication from the Forum by email.

Events - conferences, workshops, meetings

- Planned dates of conferences, workshops and meetings will be advertised well in advance to help avoid clashes with other organisations and member's activities.
- Confirmed dates, together with a description of the event, the programme and an online booking form, will be available.
- After the event, relevant reports or presentations will be published on the website.
- Links to other relevant resources will also be signposted and added.

Questionnaires and feedback

Occasional questionnaires will be emailed to member organisations, advertised and made available online whenever possible. The results will be published and made available to members.

Consultations

The Forum is often asked to respond to consultations. Members will be asked to contribute and the final responses will be made available and published.

Workforce development strategy

Enabling the third sector to get involved in strategic planning at a local level is vital to the success of the children's workforce agenda. Giving third sector organisations more of a voice in strategic development and workforce initiatives will lead to increased collaboration across the sectors and help improve service delivery.

The Forum aims to support the engagement of the third sector in local workforce strategies and workforce reform. It will achieve this by working in partnership with Bolton CVS, Children's Services and partners to support the engagement of the sector in the strategic planning, development and delivery of the Children and Young People Plan and associated work.

This work has already been started through the CWDC - WSPF funding where Bolton has concentrated on:

- mapping the third and private sector workforce
- undertaking training needs analysis
- supporting capacity building within the third sector

Further work is being developed to offer training and development in relation to:

- Common Assessment Framework
- Common Induction Standards
- Common Core of Skills
- Recruitment and Retention
- Integrated Working
- Integrated Qualifications Framework IQF
- Safeguarding

To meet the major strategic challenges the Forum will:

- Raise awareness on training opportunities available.
- Contribute and keep abreast of local, regional and national developments relating to the workforce, as well as the wider Every Child Matters agenda
- Support the increased engagement in Bolton Children Workforce Development Strategy.
- Participate actively at a regional level to share good practice.
- Influence the Children's Trust workforce development plans.
- Actively encourage and support members to take up training and development opportunities.
- Contribute to the assessment of the sectors needs and requirements.



Appendix 1

National indicators - outcome; children and young people

Be Healthy

- NI 50** Emotional health of children PSA 12
- NI 51** Effectiveness of child and adolescent mental health (CAMHS) services DCSF DSO
- NI 52** Take up of school lunches PSA 12
- NI 53** Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12
- NI 54** Services for disabled children PSA 121
- NI 55** Obesity in primary school age children in Reception PSA 12
- NI 56** Obesity in primary school age children in Year 6 DCSF DSO
- NI 57** Children and young people's participation in high-quality PE and sport DCSF DSO
- NI 58** Emotional and behavioural health of looked after children DCSF DSO

Stay Safe

- NI 59** Percentage of initial assessments for children's social care carried out within 7 working days of referral DCSF DSO
- NI 60** Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement DCSF DSO
- NI 61** Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption DCSF DSO
- NI 62** Stability of placements of looked after children: number of placements DCSF DSO
- NI 63** Stability of placements of looked after children: length of placement DCSF DSO
- NI 64** Child Protection Plans lasting 2 years or more DCSF DSO
- NI 65** Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO
- NI 66** Looked after children cases which were reviewed within required timescales DCSF DSO
- NI 67** Percentage of child protection cases which were reviewed within required timescales DCSF DSO
- NI 68** Percentage of referrals to children's social care going on to initial assessment DCSF DSO
- NI 69** Children who have experienced bullying DCSF DSO
- NI 70** Hospital admissions caused by unintentional and deliberate injuries to children and young people PSA 13
- NI 71** Children who have run away from home/care overnight DCSF DSO

Enjoy and Achieve

- NI 72** Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10
- NI 73** Achievement at level 4 or above in both English and Maths at Key Stage 2 PSA 10
- NI 74** Achievement at level 5 or above in both English and Maths at Key Stage 3 PSA 10
- NI 75** Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths PSA 10
- NI 76** Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2 DCSF DSO
- NI 77** Reduction in number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at KS3 DCSF DSO
- NI 78** Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths PSA 10
- NI 79** Achievement of a Level 2 qualification by the age of 19 PSA 10
- NI 80** Achievement of a Level 3 qualification by the age of 19 PSA 10
- NI 81** Inequality gap in the achievement of a Level 3 qualification by the age of 19 DCSF DSO
- NI 82** Inequality gap in the achievement of a Level 2 qualification by the age of 19 DCSF DSO
- NI 83** Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO
- NI 84** Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF DSO
- NI 85** Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) DCSF DSO
- NI 86** Secondary schools judged as having good or outstanding standards of behaviour DCSF DSO
- NI 87** Secondary school persistent absence rate DCSF DSO
- NI 88** Percentage of schools providing access to extended services DCSF DSO
- NI 89** Reduction in number of schools judged as requiring special measures and improvement in time taken to come out of the category DCSF DSO
- NI 90** Take up of 14-19 learning diplomas DCSF DSO
- NI 91** Participation of 17 year-olds in education or training DCSF DSO

- NI 92** Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11
- NI 93** Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11
- NI 94** Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11
- NI 95** Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11
- NI 96** Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11
- NI 97** Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11
- NI 98** Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11
- NI 99** Looked after children reaching level 4 in English at Key Stage 2 PSA 11
- NI 100** Looked after children reaching level 4 in Maths at Key Stage 2 PSA 11
- NI 101** Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11
- NI 102** Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 PSA 11
- NI 103** Special Educational Needs – statements issued within 26 weeks DCSF DSO
- NI 104** The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO
- NI 105** The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSEs including English and Maths DCSF DSO
- NI 106** Young people from low income backgrounds progressing to higher education PSA 11
- NI 107** Key Stage 2 attainment for Black and minority ethnic groups DCSF DSO
- NI 108** Key Stage 4 attainment for Black and minority ethnic groups DCSF DSO
- NI 109** Number of Sure Start Children's Centres DCSF DSO
- NI 199** Children and young people's satisfaction with parks and play areas DCSF DSO

Make a positive contribution

- NI 110** Young people's participation in positive activities PSA 14
- NI 111** First time entrants to the Youth Justice System aged 10–17 PSA 14
- NI 112** Under 18 conception rate PSA 14
- NI 113** Prevalence of Chlamydia in under 25 year olds DCSF DSO
- NI 114** Rate of permanent exclusions from school DCSF DSO
- NI 115** Substance misuse by young people PSA 14

Economic Wellbeing

- NI 116** Proportion of children in poverty PSA 9

Appendix 2 Children and Young People's Third Sector Strategic Forum steering group - workplan 2010

A detailed workplan has been developed to steer the work of the Forum. The workplan is a working document which is overseen by the Forum and managed by the Steering Group.

Workstream	Actions
Forum Development Support	<ul style="list-style-type: none"> • Set up and maintain Forum, including AGM and the election of the Chair and Vice-Chair • Create and maintain membership, including representation • To keep and update an accurate list of membership organisations • To circulate minutes, agendas and supporting papers for Forum meetings to members • To arrange and book venues, and where agreed invite speakers, for Forum meetings • To circulate information regarding the Forum initiatives to members • To send out nomination and ballot papers to members for the election of representatives • To support elected representatives in their communications with Forum members • To achieve as much as possible of the above by electronic means.
Conference Planning	One Stakeholder Event per year: <ul style="list-style-type: none"> • Launch Forum • Wider engagement and participation • Venue • Invites – monitor returns • Conference Pack • Invite Speakers • Coordinate Speakers information • Chair – Agenda • Workshops
Steering Group	<ul style="list-style-type: none"> • Establish Steering Group • Forward Plan of Meetings • Work Plan
Funding/Finance	<ul style="list-style-type: none"> • Income generation options • Joint funding • Grants
Children's Trust involvement in wider arrangements	Link to Participation Steering Group and wider borough participation strategies
Area Working	Involvement in development of area integrated working
Membership Development	<ul style="list-style-type: none"> • Design Membership Form • Maintain spreadsheet of Members • Collate responses • Agree Co-opted Members • Promote Membership and Forum

Workstream	Actions
Workforce Development	<ul style="list-style-type: none"> • Management Development Programme • Essential Skills and Knowledge – Core Competencies • Promote take up of training • Monitor take up of training • Integrated Working (FPM) • Children England (Bulletin) • Provider Network (College/University)
Representation	<ul style="list-style-type: none"> • Audit of current Representatives • Meeting Timetable – Forward Plan • Communication of outcomes
Strategic Partnership Representation	<ul style="list-style-type: none"> • Who is the representative • Information flow and feedback mechanism
Expert Group Forums	<ul style="list-style-type: none"> • What Groups already exist • What groups need to be developed
Communication	<ul style="list-style-type: none"> • Communication Plan • Information Sharing • Feedback • Create Web/Computer Network site to improve communication and promote the Forum. • Load 'Terms of Reference' etc to site.
Management Information	What management information is needed?
Outcomes Accountability	Develop outcomes accountability framework in partnership with the Childrens Trust.
Consultation and Engagement	Carry out regular consultation and engagement activities.

Appendix 3 Children and Young People's Third Sector Strategic Forum Involvement agreement and Forum application form

To be completed by any children and young people's third sector individual (or organisation) interested in becoming a full member of the strategic forum.

Representatives are held accountable to the sector and nominated via the principles and job roles detailed in the Governance Framework.

Please submit details about yourself which will enable the Forum members to consider to the application for membership.

MEMBER DETAILS	
Name
Position
Organisation representing
Address
Telephone No:
Fax No.
Email
Signature
Date
Seconded by	Print Name
Organisation	Date

Organisation Type (please tick as appropriate)

- Unincorporated Association
- Registered Charity (Reg No).....
- Company Limited by Guarantee (Reg No).....
- Mutual benefit society/co-operative (Reg No).....
- Other (provide details).....

Information in support of application for membership:

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.....

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Special Interest of individual application:

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Special Interest of the organisation representing:

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.....

.....

.....

Please forward to:

The Forum Project Officer
c/o Birtenshaw
Darwen Road
Bromley Cross
Bolton
BL7 9AB

Telephone: 01204 304230
Fax: 01204 602328
Email: forum@birtenshaw.org.uk

For office use

Date received:

Approved: Yes/No

Appendix 4
Children and Young People's Third Sector Strategic Forum
Representation and representatives request

1	Name and contact details of person requesting children and young people's third sector representation		
2	Name of Board/Group		
3	Purpose of Board/Group		
4	Objectives of Board/Group – Terms of reference (Please attach)		
5	Terms of Reference (Please attach)		
6	Frequency of meetings – Dates of Next meetings		
7	Reasons for requesting VCS participation		
8	Current Board Membership	Chair	Others
9	Reporting Structure of meeting		
10	Expected level of involvement e.g. responsibility for specific pieces of development work; information sharing etc		
11	Description/Person specification		
12	Induction arrangements		
13	Confidentiality requirements		

Please forward to:

The Forum Project Officer

c/o Birtenshaw

Darwen Road

Bromley Cross

Bolton

BL7 9AB

Telephone: **01204 304230**

Fax: **01204 602328**

Email: **forum@birtenshaw.org.uk**

Appendix 5
Children and Young People's Third Sector Strategic Forum
Representatives - meeting feedback template

Meeting details		Representative details	
Name		Name	
Date		Organisation	
Venue		Email	
Time		Contact tel	

Issues addressed:
<ul style="list-style-type: none"> • • •
Implications for the Strategic Forum:
<ul style="list-style-type: none"> • • • •
Follow Up Actions required:
<ul style="list-style-type: none"> • • •
Date of Next Meeting:

Please forward to:	
The Forum Project Officer	
c/o Birtenshaw	
Darwen Road	
Bromley Cross	
Bolton	
BL7 9AB	
Telephone: 01204 304230	
Fax: 01204 602328	
Email: forum@birtenshaw.org.uk	



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