

London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education Policy Development and Scrutiny Committee Tuesday 2 July 2013

REVIEW OF PARTNERSHIP ARRANGEMENTS - NEW APPROACH

Contact Officer: Terry Parkin, Executive Director, Education, Care & Health Services
Tel: 020 8313 4060 E-mail: Terry.Parkin@bromley.gov.uk

Chief Officer: Executive Director of Education, Care & Health Services

1. Introduction to the review

- 1.1 A review of partnership arrangements that are supported either financially or with other resources by the London Borough of Bromley's Education, Care and Health Services department was jointly commissioned in June 2012 by the Care Services Portfolio Holder and the Education Portfolio Holder.
- 1.2 The purpose of the review was to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.

Context to the review

- 1.3 The review was commissioned in response to:
 - the creation of the single department for Education and Care Services in April 2012, and then the creation of the Education, Care and Health Services department in March 2013;
 - the significant changes and challenges in the public sector, including the reform agenda of public services driven by the Coalition Government since May 2010;
 - the introduction of new legislation, including the Academy Act 2010, the Education Act 2011, the Localism Act 2011, the Welfare Reform Act 2012, and the Health and Social Care Act 2012, and proposed legislation including the Care Bill (2013) and the Children and Families Bill (2013); and
 - the impact of significant financial reductions across the public sector, and therefore, across the voluntary and community sector.
- 1.4 The review maximised the opportunities offered through this time of considerable change to facilitate a rethink of what partnership arrangements are needed now and in the future. It challenged existing thinking about what makes successful partnership working in the

Borough, and has looked at best and innovative practices from other local authorities and a range of other organisations.

- 1.5 The recommendations within this report aim to ensure that the existing strengths of partnership working in the Borough are maximised through the implementation of new and innovative ideas and practice.
- 1.6 The following issues and principles underpinned the review and shaped the recommendations from it:
- The London Borough of Bromley's Corporate Operating Principles and commitment to leading the delivery of the Building a Better Bromley priorities, including being seen as excellent in the eyes of local people;
 - The financial climate for the London Borough of Bromley, other public sector organisations, and other partner agencies, including the voluntary and community sector;
 - The enhanced and changing approach to involving and empowering service users and carers, including the move towards the 'Digital by Default' programme and a more proportionate approach to engagement as promoted by the Cabinet Office (July 2012);
 - The significant structural changes within the public sector;
 - The changes in statutory requirements for partnership working; and
 - The implementation of The Compact (both local and national) within the Borough.

Arrangements within the scope of the review

- 1.7 The arrangements considered within this review are mainly based around two separate areas:
- Services for children, young people and families through the Bromley Children and Young People Partnership; and
 - Services for adults and older people through the Health, Social Care and Housing Partnership.
- 1.8 Additionally, there are some services which straddle both of these strands, including health services, housing support, and some services for young people and young adults with disabilities.
- 1.9 There are also a number of other arrangements which support and enhance the work undertaken through partnerships, including a range of provider forums, user engagement forums, and task or topic specific development partnership groups.
- 1.10 In addition to these partnership arrangements, there are also the Bromley Safeguarding Adults Board and the statutory Bromley Safeguarding Children Board, which were not included within this review.

Review methodology

- 1.11 The review was conducted through four methods: a desktop review, a questionnaire, interview, and a benchmarking exercise.

- 1.12 The desktop review was undertaken to establish which partnership arrangements are in existence and to seek key documents, including Terms of Reference and Membership lists; and action plans, strategies and business plans. It also identified resources provided by the London Borough of Bromley as part of the partnership arrangements, including funding, staff time and other resource commitments.
- 1.13 The questionnaire was sent to all members of the strategic partnership groups, the Chairs of the other partnerships, and other key partners to consider questions around the following themes for each separate partnership: membership, achievements and outcomes, communication, and barriers and issues. In total, the questionnaire was circulated to 75 people.
- 1.14 The interviews were undertaken with identified specific members of the partnership arrangements, including the Executive Director of Education & Care Services and the Director of Public Health from the London Borough of Bromley, the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Group, the Borough Partnerships Manager of the Metropolitan Police Service, the Chief Executive of Bromley Mencap, and the Voluntary Sector Reference Group.
- 1.15 The benchmarking exercise was undertaken with similar local authorities and those which are seen to provide examples of best practice to identify aspects which Bromley can learn from other areas by viewing information on websites, telephone conversations and face-to-face meetings. This also included research of good and innovative practice from a range of other local, national and international organisations.

2. FINDINGS FROM THE REVIEW

Costs of the current arrangements

- 2.1 The cost of supporting the current arrangements through contracts and grants, refreshments and room bookings from October 2011 to September 2012 was approximately £115,400.
- 2.2 It should be noted that there are also the following additional resource implications on the Council:
- Officer and Councillor time spent attending and preparing for meetings; developing and enhancing the partnerships outside of the group meetings; supporting and developing a number of sub-groups;
 - The costs of printing and posting any packs of reports to members of the partnership bodies; the procurement and contractual activities required to implement, monitor and review the Contracts underpinning several of the arrangements; and the use of resources and facilities, such as meeting rooms and conference venues, which are often not charged for.

Questionnaires and interviews

- 2.3 In total there were 16 (21%) formal responses using the review questionnaire during the consultation period covering the majority of the partnership bodies. Responses were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations.
- 2.4 There were a number of strengths identified about the partnership arrangements. These included:

- the partnership bodies have brought senior managers and officers from across different organisations together and enhanced relationships which should be built on;
- the partnership bodies provide a more coordinated approach to improving services and outcomes for groups of service users often including an agreed set of priorities, and they can provide a collective voice from service users and providers during service development, planning and reviewing, and for consultation activities;
- the partnership bodies offer a forum to share information and knowledge, and consult with senior managers and officers from across different organisations, and service users, and they can put a specific topic “on the map”;
- several of the partnership bodies are specifically designed to engage with people who statutory bodies usually struggle to engage with, and they provide a formalised environment which keeps everyone in the loop and discussions in the open, and ensures representatives feel that they “have a voice”;
- the partnership bodies sometimes utilise multiple methods of communicating key messages – including meetings, newsletters, e-mail briefings, conferences, and workshops; and
- some partnership bodies have signed ‘partnership agreements’ in place which confirm the expected roles and responsibilities of all organisations involved, and clear Terms of Reference in place which clearly set out the purpose of the body.

2.5 However, there were also a number of areas for improvement identified. These included:

- there are too many different partnership bodies focused on similar issues which leads to duplication of information, silo-based working and decision making, and a significant demand on staff time from all organisations across the borough;
- the partnership bodies often struggle to evidence that they monitor how they are making a difference, and some partnership bodies have “lost their way” and are not necessarily making a difference and improving outcomes;
- there are varying degrees and evidence of service user involvement in the partnership bodies, and not all partnership bodies are clear about who the members of the partnerships are representing;
- some partnerships do not use multiple methods of communicating key messages and announcements, and it is recognised that partnership working across the Borough can at times be seen as being limited to a small number of organisations/individuals who are engaging and that succession planning needs to take place;
- effective partnership working, that leads to measurable change, is resource intensive and for many voluntary and community organisations this strategic function does not have a clearly defined income stream, and barriers to partnership working include the resource and financial constraints being felt by all organisations; and
- coordination of partnership activity is key to building effective partnerships, ensuring a broad base of engagement and enabling succession planning.

2.6 Appendix 1 sets out the list of organisations and partnership bodies which responded to the questionnaire and those that were interviewed.

- 2.7 The benchmarking exercise focused on identifying research and good practice from other local authorities and other national organisations. It also sought to identify emerging and innovative methods for enhancing and developing partnership working.
- 2.8 During the benchmarking exercise a range of different types of information were reviewed, including:
- governance arrangements for similar partnership bodies in other local authorities, including Terms of Reference, structure charts and membership lists, and arrangements for emerging Health and Wellbeing Boards and supporting partnership infrastructure and arrangements;
 - innovative consultation, engagement, research and dialogue tools, including reports on enabling disabled people to fulfil their potential and have opportunities to play a full role in society;
 - key research reports on co-production in adult care and children's services; and
 - service user engagement, involvement and participation strategies for adult services, children's services and health services.
- 2.9 The key themes arising from the benchmarking exercise include:
- all partnership bodies should be 'task focused' and seek to achieve clearly identified outcomes within a specific time frame, which link to the wider strategic direction set by the Health and Wellbeing Board;
 - partnership bodies should be managed and driven within the principles of key performance and project management techniques, such as Prince2 and Results-Based Accountability, to ensure they are targeted at achieving the outcomes sought;
 - all partnership bodies should consist of appropriate representatives at an appropriate level from appropriate organisations;
 - the best partnerships and engagement mechanisms are not necessarily developed through static partnership bodies as interactive partnership arrangements – such as stakeholder conferences – can offer a vehicle to engage with service users and to provide a platform for service users to share their views and opinions;
 - joined up partnership arrangements should be undertaken under a clear brand to develop and emphasise a greater sense of purpose and the joined up nature of partnership working within the Education and Care Services Portfolios;
 - partners who have agreed to work within a partnership arrangement should sign up to a 'Partnership Agreement' to emphasise their commitment to undertaking the tasks and actions required by the partnership body, and successful partnerships have a clear purpose and remit, and are supported by sufficient and appropriate levels of resources;
 - information should be presented in a way which is suitable and accessible to members of the public and professionals – including meeting the requirements of the Plain English Campaign – and technology can offer an innovative method to engage with service users through eConsultations, online dialogue with residents such as online forums, and better use of social media; however, it is also essential to acknowledge that this will not be suitable or appropriate with all service users and members of the public;

- the good working relationships that have been developed in Bromley through the historic and current partnership arrangements should be used as a basis for developing and enhancing relationships and partnership arrangements for the future; and
- the role of the service user should be strengthened and empowered in service development, decision-making and service provision.

2.10 Appendix 2 sets out the list of organisations who were included in the benchmarking exercise.

2.11 The newly established Bromley Clinical Commissioning Group (Bromley CCG) is also reviewing its partnership arrangements and as far as possible we have worked in tandem to minimise duplication across the emerging proposals. However, there are very specific legal requirements placed on Bromley CCG and any future arrangements they might develop, in addition to these proposals, will need to take account of these.

3. RECOMMENDATIONS

3.1 The recommendations included below are the result of the analysis of responses to the review, the desktop review, interviews and the benchmarking exercise.

3.2 The recommendations have been developed in line with the new arrangements for the Health and Wellbeing Board, and the implementation, development and review of the Borough's joint Health and Wellbeing Strategy for 2012 to 2015.

3.3 The recommendations from the review can be summarised as:

1. For the Executive Director for Education, Care and Health Services to become the accountable link between the Borough's Health and Wellbeing Board and the new partnership arrangements;
2. To bring together the partnership arrangements into a single, coordinated framework;
3. To create Stakeholder Conferences for adult services and for children services to meet twice a year to actively involve partner agencies and service users in shaping business planning and priorities for the future;
4. To continue to ensure that the Bromley Parent Voice, Bromley Youth Council and the Carers Forum continue to provide effective engagement with service users and their carers to enable them to shape service planning, development and review, and to explore further ways of engaging other service user groups.
5. To develop virtual service user panel(s) which bring together service users, families and carers, and existing partnership group members, to gather views and consult with people on specific services or issues for services, and enable users to shape service development;
6. To transform some partnership groups to task and finish groups with clear terms of reference focused on delivering projects and tasks identified as priorities for the Borough;
7. To encourage particular existing partnership groups to look at options of becoming user led self-funding bodies;

8. To provide appropriate financial and officer support (as necessary) to partnership bodies within the new framework by refocusing the support that are currently provided to those that are to be disbanded; and
9. To routinely review the effectiveness of the partnership arrangements prior to the commencement of each financial year.

The new arrangements

- 3.4 Appendix 3 provides the proposed framework for the new arrangements which have been grouped in four main threads: service user consultative groups, stakeholder events, a virtual service user panel, and task and finish groups.
 - 3.4.1 Appendix 4 provides the draft Terms of Reference for the proposed Adult Services Stakeholder Conference.
 - 3.4.2 Appendix 5 provides the draft Terms of Reference for the proposed Children's Services Stakeholder Conference.
 - 3.4.3 Appendix 7 provides the draft Procedure for Commissioning Task and Finish Project Groups.

Estimated costs of the new arrangements

- 3.5 The estimated direct costs to the London Borough of Bromley through contract and grants, refreshments, and some room bookings of the proposal recommendations is £115,000 for the 12 month period from September 2013 to August 2014.
- 3.6 It should be noted that there will also be additional resource implications on the Council, including Officer and Councillor time spent attending and preparing for meetings, the costs of procurement and contractual activities, and the use of resources and facilities. However, these additional resource implications will be lower than the current arrangements.

Impact on existing arrangements

- 3.7 The recommendations will lead to a number of changes to the existing arrangements.
- 3.8 For some partnership groups, they will be able to continue for a defined period as 'time-limited project groups' focused on finalising and delivering existing projects. For many other partnership groups, the current support and resource arrangements provided by the London Borough of Bromley will be removed.
- 3.9 The stakeholder conferences, service user consultative groups, time limited project groups and virtual panel(s) will better target limited resources to engage with service users and service user representatives.
- 3.10 Appendix 8 sets out the proposals for each existing partnership group.

4. RISKS AND MITIGATIONS FROM THE RECOMMENDATIONS

- 4.1 It is acknowledged that any changes to partnership arrangements, including the proposed recommendations within this review, include a range of risks to partnership working across the Borough.
- 4.2 These include the following key risks and mitigations:

- The changes risk impacting on the relationships built up between existing individuals and partner agencies involved in the current partnership arrangements; however, the proposed recommendations seek to develop enhanced and increasingly strategic relationships within the Borough;
- The changes risk being seen as a backward step in the inclusion of service users and carers; however, the proposed Service User Consultative Groups will seek to ensure that there are still appropriate mechanisms in place for service users and carers to have their say, including at the Stakeholder Conferences; and
- It is expected that the proposals may not be popular with some partner agencies and individuals who are currently actively engaged within the existing partnership arrangements; however, the proposed recommendations seek to develop a revised partnership structure that provides value for money and adds real value to the Borough, and which is appropriately representative of the Borough.

4.3 Due to the current financial climate, this review has sought to maximise the opportunity at this time of considerable change and challenge by rethinking about what partnership arrangements are needed now and in the future. The review has challenged existing thinking about what makes successful partnership working in the Borough and has looked at innovative practice from other local authorities.

4.4 The recommendations aim to achieve a balance of ensuring the existing strengths of partnership working in the Borough are maximised through the implementation of new and innovative ideas and practice.

5. POLICY IMPLICATIONS

5.1 This review is closely aligned to a number of key policies within the London Borough of Bromley including Building a Better Bromley, excellence in the eyes of local people, and the Corporate Operating Principles.

5.2 The recommendations propose a number of significant changes to the way in which the London Borough of Bromley engages with service users and carers, and key partner agencies. This includes a proposal to amend the current arrangements for the Borough's designated Children's Trust Board.

Equality Impact Assessment

5.3 An Equality Impact Assessment has been developed, reviewed and revised throughout the review to ensure that there is no or limited negative impact on one or more of the protected groups: Pregnancy and maternity; Age; Race; Disability; Religion and belief; Gender; Transgender or Transsexual; or Marriage and civil partnership.

5.4 The Assessment (attached in Appendix 9) identified that although there would be an impact on the age, disability, race, and religion and belief groups, this would be nil or a positive impact as the new arrangements are designed to give service users from all sections of the community a stronger, more effective voice in service development, design and review.

6. FINANCIAL IMPLICATIONS

6.1 Section 4 of this report sets out the financial implications of the current partnership arrangements.

- 6.2 Section 5 sets out the estimated financial implications of the proposed new partnership arrangements.

7. LEGAL IMPLICATIONS

As part of the review, the statutory basis and requirements for partnerships have been reviewed. These are:

Children Act 2004

- 7.1 The Children Act 2004 (as amended by the Apprenticeships, Skills, Children and Learning Act 2009) which put a Duty on local authorities to:
- (a) make arrangements to promote cooperation between the local authority and named local partners with a view to improving the wellbeing of children in the authority's area so far as relating to:
 - i. physical and mental health and emotional well-being,
 - ii. protection from harm and neglect,
 - iii. education, training and recreation,
 - iv. the contribution made by them to society, and
 - v. social and economic well-being;
 - (b) establish and maintain a Children's Trust Board consisting of the local authority and named local partners to oversee the cooperation arrangements;
 - (c) have the ability to establish and maintain a pooled fund to support the Children's Trust Board and supporting cooperation arrangements; and
 - (d) establish a Local Safeguarding Children Board consisting of the local authority and named local partners to oversee children's safeguarding arrangements in the Borough.
- 7.2 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, maintained schools, maintained special schools, Academy schools, Bromley College of Further and Higher Education, Metropolitan Police Service, London Probation Trust, South London Sub Regional Unit (as provider of services under Section 114 of the Learning and Skills Act 2000) and Jobcentre Plus (as provider of services under Section 2 of the Employment and Training Act 1973).
- 7.3 It is important to note that this Duty has not been repealed, and therefore, the Council must ensure an appropriate body has the designated powers of the Children's Trust Board. It is proposed that the Children's Services Stakeholder Conference would perform this function.

Local Government and Public Involvement in Health Act 2007

- 7.4 The Local Government and Public Involvement in Health Act 2007 puts a Duty on local authorities to inform, consult and/or involve representatives of the local community when the authority considers it appropriate in the exercise of any of its functions by providing information about the exercise of the function, consulting about the exercise of the function, or involving in another way.

Child Poverty Act 2010

- 7.5 The Child Poverty Act 2010 puts a Duty on local authorities to:
- (a) make arrangements to promote cooperation between the local authority and named local partners to tackle child poverty; and
 - (b) develop a Child Poverty Needs Assessment and Child Poverty Strategy for the Borough.
- 7.6 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, Metropolitan Police Service, Transport for London, and Jobcentre Plus.

Localism Act 2011

- 7.7 The Localism Act 2011 contains a wide range of measures to devolve more powers to Councils and neighbourhoods, and to give communities greater control over local decisions.

Health and Social Care Act 2012

- 7.8 The Health and Social Care Act 2012 puts a Duty on local authorities to establish a Health and Wellbeing Board consisting of the local authority and named local partners to advance the health and wellbeing of the residents of the Borough.
- 7.9 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, and Healthwatch Bromley.
- 7.10 The Health and Wellbeing Board must oversee the creation of a Health and Wellbeing Strategy and the annual Joint Strategic Needs Assessment for the Borough.

Questionnaire and Interviews: List of Responses and Interviewees

Responses to the consultation

In total there were **16 (21%) formal responses** during the consultation period covering the following partnership bodies:

Partnership Body	No. of Responses	Partnership Body	No. of Responses
Bromley 14-19 Partnership	1	Children and Families Voluntary Sector Forum	1
Bromley Children and Young People Partnership Board	3	Early Years Development and Childcare Partnership	2
Bromley Council on Ageing (and Older Peoples Panel)	1	Health, Social Care and Housing Partnership Board	1
Bromley Mobility Forum	1	Learning Disability Partnership Board	2
Bromley Safeguarding Children Board	1	Mental Health Forum	1
Carers Partnership Group	1	Mental Health Partnership Group	1

In addition to the responses above:

- **responses** were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations; and
- **interviews** were held with:
 - the Executive Director of Education and Care Services from the London Borough of Bromley;
 - the Director of Public Health from the London Borough of Bromley;
 - the Commissioning Management Team within the London Borough of Bromley;
 - the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Groups;
 - the Borough Partnerships Manager of the Metropolitan Police Service;
 - the Voluntary Sector Reference Group;
 - the Chief Executive of Bromley Mencap;
 - the Chair, Development Officer and Development Advisor of the Children and Families Voluntary Sector Forum; and
 - the South East London Lead for Public Health Transition from NHS London.

Benchmarking Exercise: Information Sources

The benchmarking exercise included a review of information provided by the following organisations:

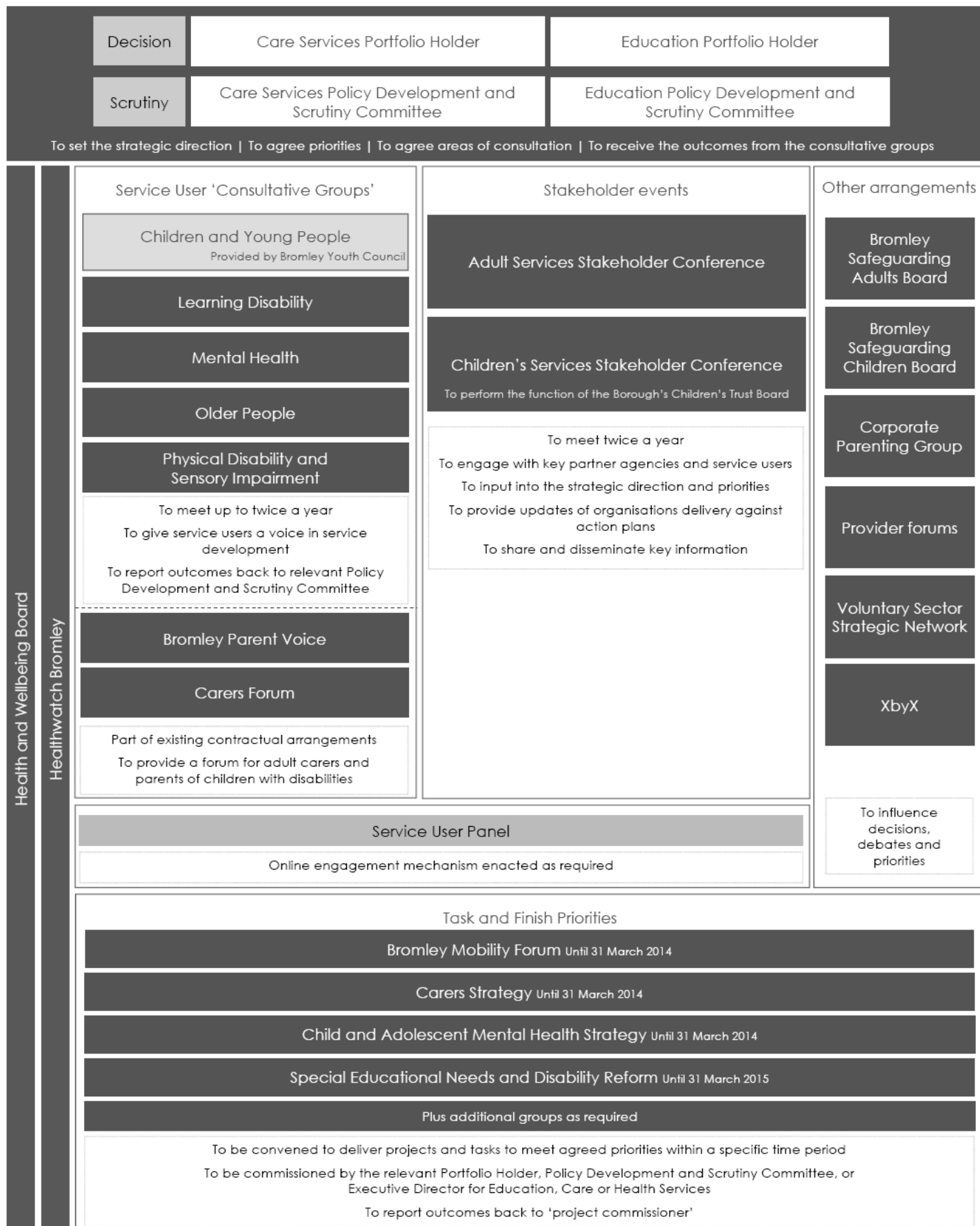
Local authorities		
<ul style="list-style-type: none"> Blackburn with Darwen Council Bolton Council Brighton and Hove City Council Bristol City Council Calderdale Council Cotswold District Council Cumbria County Council Darlington Borough Council Derbyshire County Council Devon County Council and NHS Devon Doncaster Council East Riding of Yorkshire Council 	<ul style="list-style-type: none"> East Sussex County Council Kent County Council Lancashire County Council Leeds City Council Medway Council Middlesbrough Council Newcastle City Council Nottingham City Council Plymouth City Council St Albans City and District Council The London Borough of Barking and Dagenham The London Borough of Barnet 	<ul style="list-style-type: none"> The London Borough of Bexley The London Borough of Harrow The London Borough of Kingston The London Borough of Lewisham The London Borough of Merton The London Borough of Newham The London Borough of Tower Hamlets Trafford Council Warwickshire County Council

Other organisations		
<ul style="list-style-type: none"> adragonsbestfriend.wordpress.com Audit Commission Cabinet Office Carl Taylor Consultants Ltd City of New York CommDev Commissioning Support Programme Community Links Bromley Compact Voice 	<ul style="list-style-type: none"> Helpful Technology Ltd HM Treasury Home Office Institute for Government Maven Training Nearpod NESTA new economics foundation NHS Confederation Ofsted 	<ul style="list-style-type: none"> State Government of Victoria The Democratic Society The Design Council The Digital Engagement Guide The Fiscal Policy Studies Institute The Guardian online Voluntary Sector Network The Health and Social Care Partnership The Ipswich Hospital NHS Trust

Other organisations

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| <ul style="list-style-type: none"> • Continuity Central • Delib Limited • Department of Health • Department for Work and Pensions • East Surrey Clinical Commissioning Group • eNgageSpace • Equality and Human Rights Commission • Evirias • Government of the Netherlands | <ul style="list-style-type: none"> • Partners In EXCELLENCE • Partnership for Public Service • PIPC Cognizant Program Management • Public Agenda Center for Advances in Public Engagement • Results Leadership Group • Richard Selwyn • Social Care Institute for Excellence • stakeholdermap.com | <ul style="list-style-type: none"> • The Knowledge Biz Ltd • The Office of the President-elect • The Plain English Campaign • The State of Queensland Department of Public Works • The Young Foundation • thinkpublic • Tyze Personal Networks |
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The Proposed Framework of Partnership Working with Service Users and Other Partners



Adult Services Stakeholder Conference: Draft Terms of Reference

Purpose of the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference exists to provide a formal mechanism for the London Borough of Bromley to ensure that key partner agencies, service users and carers within the Borough can influence and shape key business planning priorities.

Key responsibilities Adult Services Stakeholder Conference

- To provide a function for the Borough as proposed within Section 4 of the Care and Support Bill 2012 by providing an arrangement whereby the London Borough of Bromley and the 'relevant partners'¹ (those who have a duty to cooperate) can co-operate to improve the wellbeing of adults in the Borough
- To monitor the delivery of the priorities for adults and their carers within the Borough's Health and Wellbeing Strategy
- To directly input in to the development of the annual priorities of the London Borough of Bromley and the 'relevant partners' for services provided to, and for, adults and their carers in the Borough
- To suggest potential areas where it would be beneficial for the London Borough of Bromley to commission 'task and finish groups' to jointly improve services to, and for, adults and their carers
- To communicate and disseminate key service developments, legislative and policy changes, and other key information to the organisations which provide services to, and for, adults and their carers

Outcomes to be achieved by the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference will seek to support the London Borough of Bromley and key partner agencies to improve the wellbeing of adults and their carers in the Borough by focusing on:

- Ensuring the physical and mental health and emotional wellbeing of adults and their carers
- Ensuring the protection of adults and their carers from abuse and neglect
- Increasing the control by the adult over day-to-day life (including over the care and support provided to the adult and the way in which it is provided)
- Encouraging the participation of adults and their carers in work, education, training or recreation
- Supporting the social and economic wellbeing of adults and their carers
- Encouraging positive domestic, family and personal relationships of adults and their carers
- Increasing the adult's contribution of adults and their carers to society

¹ The 'relevant partners' are: London Borough of Bromley, Bromley Clinical Commissioning Group, South London Healthcare NHS Trust, Oxleas NHS Foundation Trust, Metropolitan Police Service, London Probation Trust

Accountability of the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

Membership of the Adult Services Stakeholder Conference

The membership of the Adult Services Stakeholder Conference will consist of the 'relevant partners', and representatives from the Service User Consultative Groups, the private sector and the voluntary and community sector.

The Adult Services Stakeholder Conference will be chaired by the London Borough of Bromley's Executive Director for Education, Care and Health Services.

Frequency of meetings of the Adult Services Stakeholder Conference

- The Adult Services Stakeholder Conference will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Adult Services Stakeholder Conference can be arranged by the Chair with 14 days notice as required
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting (www.bromleypartnerships.org)
- Draft minutes of the previous Adult Services Stakeholder Conference will be published on the website within 15 working days of the meeting, following clearance from the Chair, and formal approval for the minutes will be sought at the following meeting of the Adult Services Stakeholder Conference

Accessibility

Meetings of the Adult Services Stakeholder Conference should be fully accessible to all members:

- Meetings will be held at a time and location which will not disadvantage members
- Papers for the Adult Services Stakeholder Conference will be available electronically on the Partnership website; however, members can request papers in hard copy if needed and electronic versions of the papers will be formatted so they are accessible to those with visual impairments
- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

Contact officer for the Adult Services Stakeholder Conference

The contact officer for the Adult Services Stakeholder Conference is Denise Mantell, Partnership Development Officer, who can be contacted on denise.mantell@bromley.gov.uk or 020 8313 4113.

Children's Services Stakeholder Conference: Draft Terms of Reference

Purpose of the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference exists to provide a formal mechanism for the London Borough of Bromley to ensure that key partner agencies, service users, parents and carers within the Borough can influence and shape key business planning priorities.

Key responsibilities Children's Services Stakeholder Conference

- To provide the Children's Trust Board function for the Borough as required by Section 12A of the Children's Act 2004 by providing an arrangement where the London Borough of Bromley and the 'relevant partners'² (those who have a duty to cooperate through Section 10) can co-operate to improve the wellbeing of children and young people in the Borough
- To receive the annual report from the Bromley Safeguarding Children Board as required by Section 14A of the Children Act 2004
- To monitor the delivery of the priorities for children, young people, and parents and carers within (a) the Borough's Health and Wellbeing Strategy and (b) the Borough's Children's Strategy
- To directly input in to the development of the annual priorities of the London Borough of Bromley and the 'relevant partners' for services provided to, and for, children, young people, and parents and carers in the Borough
- To suggest potential areas where it would be beneficial for the London Borough of Bromley to commission 'task and finish groups' to jointly improve services to, and for, children, young people, and parents and carers
- To communicate and disseminate key service developments, legislative and policy changes, and other key information to the organisations which provide services to, and for, children, young people, and parents and carers

Outcomes to be achieved by the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference will seek to support the London Borough of Bromley and key partner agencies to improve the wellbeing of children, young people, and parents and carers in the Borough by focusing on:

- Improving the physical and mental health and emotional wellbeing of children and young people
- Ensuring the protection of children and young people from harm and neglect
- Ensuring children and young people are able to access good quality education, training and recreation opportunities
- Encouraging children and young people to make a positive contribution to society
- Supporting the social and economic wellbeing of children and young people

² The 'relevant partners' are: London Borough of Bromley, Bromley Clinical Commissioning Group, Metropolitan Police Service, London Probation Trust, schools, Bromley College of Further and Higher Education, and Jobscentre Plus

Accountability of the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

Membership of the Children's Services Stakeholder Conference

The membership of the Children's Services Stakeholder Conference will consist of the 'relevant partners', and representatives from the Service User Consultative Groups, the private sector and the voluntary and community sector.

The Children's Services Stakeholder Conference will be chaired by the London Borough of Bromley's Executive Director for Education, Care and Health Services.

Frequency of meetings of the Children's Services Stakeholder Conference

- The Children's Services Stakeholder Conference will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Children's Services Stakeholder Conference can be arranged by the Chair with 14 days notice as required
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting (www.bromleypartnerships.org)
- Draft minutes of the previous Children's Services Stakeholder Conference will be published on the website within 15 working days of the meeting, following clearance from the Chair, and formal approval for the minutes will be sought at the following meeting of the Children's Services Stakeholder Conference

Accessibility

Meetings of the Children's Services Stakeholder Conference should be fully accessible to all members:

- Meetings will be held at a time and location which will not disadvantage members
- Papers for the Children's Services Stakeholder Conference will be available electronically on the Partnership website; however, members can request papers in hard copy if needed and electronic versions of the papers will be formatted so they are accessible to those with visual impairments
- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

Contact officer for the Children's Services Stakeholder Conference

The contact officer for the Children's Services Stakeholder Conference is Denise Mantell, Partnership Development Officer, who can be contacted on denise.mantell@bromley.gov.uk or 020 8313 4113.

Draft Procedure for Commissioning Task and Finish Project Groups

Introduction

The Portfolio Holders for Care Services and Education, and the Executive Director of Education, Care and Health Services, have the ability to commission Task and Finish Project Groups to support them to deliver their functions within the framework of partnership working with service users and other partners.

Task and Finish Project Groups are:

“temporary working groups that are created for the purpose of delivering one or more outputs according to a specified business case within a specific timeframe”.

This document sets out the procedure that the Portfolio Holders and the Executive Director will use to commission Task and Finish Project Groups.

Steps for commissioning a new Task and Finish Project Group

New Task and Finish Project Group must be commissioned by either the Portfolio Holders for Care Services and Education, or the Executive Director of Education, Care and Health Services.

To commission a new Task and Finish Project Group, the following steps must be completed:

- A Project Scoping/Project Brief must be drafted to define:
 - the aims and objectives
 - the outcomes to be achieved
 - projected timeframe
 - resources required
 - key risks
- The Project Scoping/Project Brief must be agreed by the Executive Director of Education, Care and Health Services
- A Progress Report must be regularly reported to the Executive Director of Education, Care and Health Services to outline progress including the milestones achieved and any key issues or concerns arising during the lifetime of the Task and Finish Project Group
- A Completion Report must be reported to the Executive Director of Education, Care and Health Services at the end of the project to outline the outcomes achieved through the Task and Finish Project Group

Further information

For further information, advice or support please contact Michael Watts, Senior Planning and Development Officer on michael.watts@bromley.gov.uk or 020 8461 7608.

Recommendations for Existing Partnership Bodies

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Active Involvement Strategy Group [subgroup to Bromley Children and Young People Partnership Board]	To ensure that children, young people, parents and carers are effectively involved in the planning, delivery and evaluation of services provided for them by developing, implementing and monitoring of the active involvement strategy, <i>Get Involved!</i> .	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	This group is no longer required within the new framework	None
Bromley 14-19 Collaborative [subgroup to Bromley Children and Young People Partnership Board]	To provide effective collaborative leadership and strategic direction of all aspects of 14-19 strategy in Bromley	None	Remove administrative support provided by the London Borough of Bromley and end the group	This groups is no longer required by central government The partnership has already unofficially folded	None
Bromley Children and Young People Partnership Board	To oversee the arrangements to support cooperation for improving children's wellbeing under Section 10 of the Children Act 2004 To perform the role of Bromley's Children's Trust Board as required by Children Act 2004 To coordinate the partnership arrangements within Bromley to improve the wellbeing of children and young people, and their parents and carers To oversee the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015 which relate to children and young people services To oversee the delivery of Building Better Futures for All, Bromley's Children's Strategy 2012 to 2015	None	Replace with the Children's Services Stakeholder Conference	There is Statutory requirement to have a body which performs the role of Bromley's Children's Trust Board as required by Children Act 2004 Would create an opportunity to actively engage with a wide range of stakeholders to influence and shape priority setting Would provide a channel to provide updates on the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015 Would provide a channel to provide updates on the delivery of Building Better Futures for All, Bromley's Children's Strategy 2012 to 2015	None

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Bromley Children and Young People Partnership Forum [annual conference of the Bromley Children and Young People Partnership Board]	To bring together representatives from the key organisations within the Bromley Children and Young People Partnership along with children, young people, parents and carers to influence and shape priority setting To enable the dissemination of information	None	Remove administrative support provided by the London Borough of Bromley and end the group	This would be provided through the Children's Services Stakeholders Conference	None
Bromley Parent Voice [service user engagement body]	To ensure that parents and carers are involved in the Special Educational Needs and Disability Pathfinder Programme To enable the dissemination of information	£30,000 per annum	Maintain as a service user engagement body	The service user engagement body is a requirement of the Special Educational Needs and Disability Pathfinder Programme supporting the development and implementation of the reforms	The Contract runs until 30 September 2013 – with a possible extension of 2 years
Child and Adolescent Mental Health Services (CAMHS) Strategy Group [subgroup to Bromley Children and Young People Partnership Board]	To provide a strategic overview of CAMHS in Bromley To lead the implementation of the CAMHS Strategy	None	Replace with a specific Time-Limited Project Group until 31 March 2014 to review and revise CAMHS Strategy	The CAMHS Strategy needs to be updated following the 2012 CAMHS needs assessment	None
Children and Families Voluntary Sector Forum [provider engagement body]	To act as a primary point of access to a diverse range of voluntary and community sector organisations that work with children, young people, and their parents and carers in the borough of Bromley for joint planning, consultation and representation purposes	£18,550 per annum	Opportunity for the forum to look at options of becoming self-funding London Borough of Bromley funding will be available until November 2013	Community Links Bromley and the Voluntary Sector Strategic Network will be encouraged to increase and strengthen their support for the children and families sector	The Contract has been extended until 31 March 2014 with a 3 month break clause

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Commissioning Strategy Group [subgroup to Bromley Children and Young People Partnership Board]	To lead on the development and implementation of the Commissioning Strategy Framework for the Bromley Children and Young People Partnership. To report directly to the Bromley Children and Young People Partnership Board on commissioning arrangements and developments within the partnership	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The Strategy Group has already unofficially folded	None
Early Years Development and Childcare Partnership [provider engagement body]	To bring together all stakeholder (including schools and the independent sector) to develop early education and childcare services	£4,000 per annum	Transfer to 'Provider Forum' status under the Commissioning Division of the London Borough of Bromley	Acts as a provider forum with the very large independent early years sector in the Borough	The Contract runs until 31 March 2016
Health, Social Care and Housing Partnership Board	To co-ordinate inter-agency effort to promote the health and well-being of Bromley residents, and reduce the effects of disadvantage that contribute to health inequalities To improve the effectiveness and integration of services commissioned by the Council and PCT To maintain a strategic overview of the policies and priorities affecting equitable access to the services and activities that promote independence, protect vulnerable adults, and enhance social inclusion and quality of life for Bromley residents	None	Replace with the Adult Services Stakeholder Conference	Would create an opportunity to actively engage with a wide range of stakeholders to influence and shape priority setting Would provide a channel to provide updates on the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015	None

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Lead Officers Planning Group [supports the Health, Social Care and Housing Partnership Board]	To support and monitor the successful delivery of joint working arrangements by the Delivery Partnerships	None	Cease and end the group	Not required within the new structure	None

Impact Assessment

The full assessment can be accessed at [LINK](#)