

Bradford Children, Young People and Families Executive: Governance Arrangements and Terms of Reference

1. The role of the Children, Young People and Families Executive

1.1. Responsibilities

The Children, Young People and Families Executive (“Executive”) is established as the primary mechanism for local partner organisations to work together to improve the lives and outcomes of children, young people and families across Bradford District.

It has five overarching responsibilities:

1. Responsibility for developing, publishing and reviewing the District’s Children and Young People’s Plan.
2. Responsibility for outlining the strategic framework for how partners will co-operate to improve the wellbeing of children and young people across the District.
3. Responsibility for publishing an annual report monitoring the extent to which the partners act in accordance with the Children and Young People’s Plan.
4. Responsibility for working with the Bradford and Airedale Wellbeing Board, to ensure the priorities in the District Plan are reflected in the Children and Young People Plan and reporting progress to the Bradford Wellbeing Board.
5. Responsibility for ensuring that the Children and Young People Partnership and Delivery groups¹ have sufficient strategic direction and resource to fulfil their remits.

2. Partnership Working

2.1. Effective Partnerships

The Executive has a lead role in ensuring that partnership working is maximised, effective and is held accountable for the impact of its work in improving the lives of children, young people and their families. The Board brings together leaders from across the district, including the Council, the NHS, education, the Voluntary and Community Sector, and employers. The Executive will have a key strategic role in supporting the ambition of Bradford and Airedale’s Wellbeing Board²:

“Securing a sustainable and inclusive district that works for everyone”.

2.2. Impact

The primary means of assessing the impact of the work of the Executive is through the effective implementation of the District’s Children and Young People Plan. Each of the Boards has strategic oversight of an element of the plan, holds relevant delivery groups accountable, and reports regularly on the progress made to the Wellbeing Board.

¹ These are the operational groups that oversee the work of work across the district for, and with children, young people and families.

² [Bradford and Airedale Wellbeing Board](#)

3. Values

3.1. Participation and Voice of Children, Young People, and Families

The Executive will ensure that the views and needs of children, young people and their families are sought and listened to as a core value: Article 12 'Respect for the views of the child' as detailed in the UN Convention³ underpins the work of the partnership.

The work of the Executive will support children to be healthy and well, to reduce inequalities in educational attainment, and to be well prepared for the future. We will listen to how children and young people are doing in terms of their happiness, their health and wellbeing, their feelings about where they live, their educational achievement and skills, their hopes for adult life.

The Executive will listen to the voices and establish means of participation through the following means:

- Direct consultation with children, young people and their families.
- Co-production of plans, programmes and evaluations with children and young people.
- Building participation and political engagement structures into the work of the partnership, e.g. citizens' juries, a youth council, youth overview and scrutiny committees.
- Ensure the voices of the most vulnerable and the 'seldom heard' are amplified, e.g. children in or leaving care, children with special educational needs and/disabilities, etc.
- Advocacy for children and families by partner organisations.
- Parent and carer's representation within the CYPE structure.
- Ensuring partner organisations seek and listen to the voices of service users, and specifically children and young people.
- Monitoring the effectiveness of the partnerships' practice including the voices of children and young people.

The Executive will ensure that the formal boards within the structure are transparent about, and accountable for the ways in which they seek, and act on the voices of children and young people.

3.2. Evidence Informed Practice and Implementation

The Executive will ensure that its work is informed, at all levels, by the best evidence of what works. The Executive will use data, research and intelligence to ensure effective oversight and to assess the impact of partnership working.

The Executive will ensure evidence-informed practice and implementation through the following means:

- Using data to inform decision making.
- Using SMART objectives within the Children and Young People Plan and the Workforce Development Plan and monitoring progress.
- Using both quantitative, including financial, and qualitative data to assess impact, including value for money.
- Drawing on partners' expertise from within the research community.
- Drawing on best evidence: locally, regionally, nationally and internationally.

³ <https://www.unicef.org.uk/what-we-do/un-convention-child-rights/>

- Embedding the work of the ‘Communities of Practice’ programmes.
- Drawing on implementation science models to address the ‘know-do’ gap.
- Evidence informed approaches to prevention and early help across the system.

4. Background

4.1. Local, Regional and National Context

Bradford is one of the youngest, most diverse cities in England. Our young people and our diversity are a huge asset. Our children and young people grow up in a District with so much to offer. The complexity and size of the District requires the organisations working with children, young people and families to work in close and constructive partnerships for the benefit of all.

The structures underpinning the work of the Executive, outlined here, are focused on the need to have a clear set of arrangements that enable partnership working and drive accountability for outcomes for children, but that are also agile enough to be able to deliver change in key areas quickly.

The structure of the District’s partnerships boards needs to be clear and the resource needs to be in place to ensure that actions are agreed and undertaken in a timely manner and these deliver improved outcomes. The arrangements need to enable both a focus on specialist services for children and also universal outcomes.

4.2. Living with Covid-19

Covid-19 has intensified the deep inequalities that already existed in our society. It has had a disproportionate impact on our most disadvantaged people, including young people, large and persistently deprived communities, BAME, women, migrants, people in poverty and on low incomes, and the elderly. As we are the UK’s youngest city, we are concerned about the impact on our children’s health and future prospects. The Executive has a key role in ensuring that recovery is swift as possible across the District.

4.3. Child Friendly Communities

Bradford district partners have committed to become a Child Friendly Community. This is achieved through a commitment to embedding children’s rights to guide decision-making, evidenced by real impact for local children and young people. The executive has an important role in supporting this programme and up holding Children’s Rights in all areas of delivery.

4.4. The role of the CYPF Executive in Bradford and Airedale’s Wellbeing Board

The Executive is the board responsible for oversight of the implementation of the Wellbeing Board’s joint strategy with regard to children. This includes:

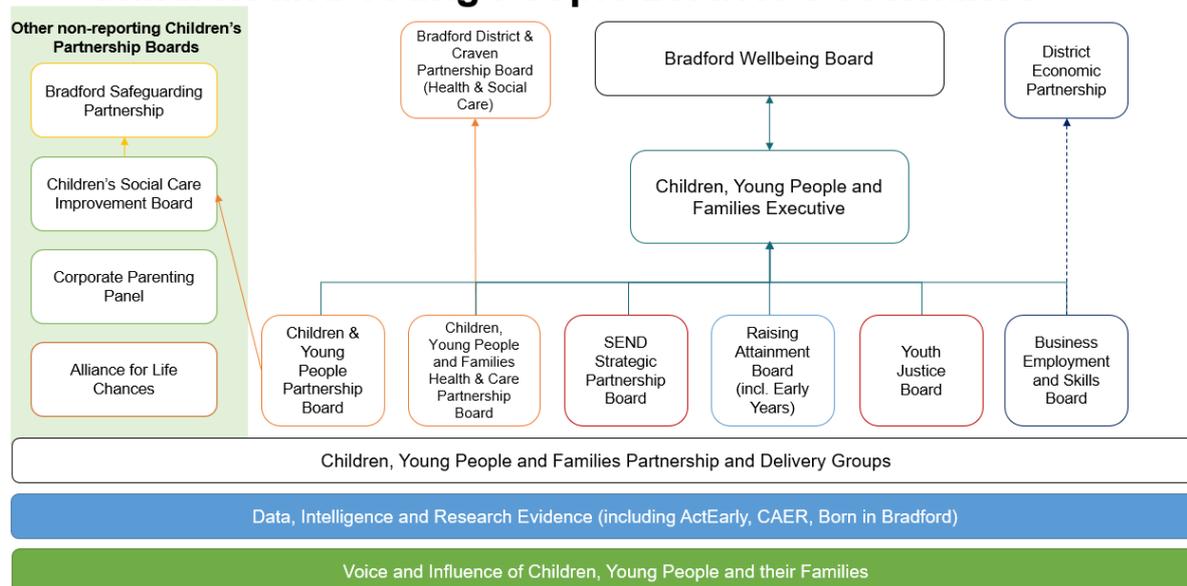
- Working together across partners to make best use of available resources to meet children’s needs earlier and more effectively.
- Making sure that people work together to make services available, accessible and efficient for the children who need them, in the short, medium and longer term.
- Putting prevention first to address the wider causes of poor health and wellbeing.

5. Structure

5.1. Children, Young People and Families Executive and its Boards

The diagram below sets out the structure, relationships and lines of accountability for the Executive, its sub-Boards and other systems Boards working to meet the needs of children, young people and their families across Bradford District.

Children and Young People District Governance



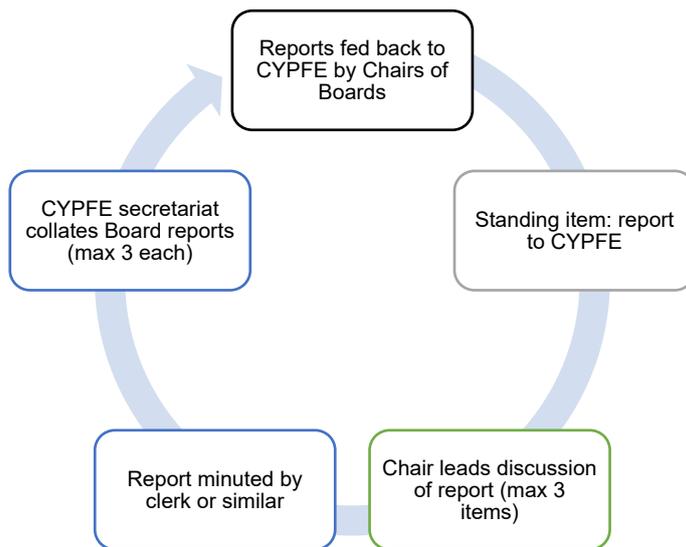
5.2. Reporting

The reporting mechanisms within the structure of the District governance arrangements exist to ensure the following:

1. To provide the Executive and other Boards with intelligence regarding the effective implementation of the Children and Young People's Plan; and
2. To provide effective strategic oversight of the work of the Boards within the structure.

Reports to the Executive will be focused on the aims of the Children and Young People Plan and monitoring progress against its aims.

An outline of reporting arrangement from the Boards to the Executive is provided below. In summary, Chairs will ensure that key reports (maximum three items) from each Board meeting are discussed, agreed and captured at the time. The reports will be collated and presented at each Executive meeting in an agreed format, with links to minutes for further information and context. This information will be accessible to all Boards within the structure, as well as being in the public domain (see Section 8 for further details).



2.1. Policy Review and Ratification

Boards in the structure are responsible for setting arrangements for policy review relating to services for children, young people and families, this includes agreeing the form, content and calendar of policy review. For example, a particular board may arrange a panel of experts to review policy. In some circumstances it may be necessary for the Executive to ratify a policy, e.g. where its implementation has an impact on most or all of the Boards and their operation.

6. Membership

6.1. The Membership

Cross-district representation and membership, including some individual roles within organisations, of the Executive are set out below. Members are senior leaders within the named organisations or act as leading representatives within their sector.

It will comprise the following representatives:

- Portfolio Holder Education and Skills (Co-Chair)
- Portfolio Holder Children and Families (Co-Chair)
- Director of Children’s Services
- Director of Public Health
- Clinical Commissioning Groups
- NHS Foundation Trusts
- West Yorkshire Police
- Schools (Early Years, Primary, Secondary, and Special School Head Teacher/CEO)
- University of Bradford
- Further Education Colleges
- Voluntary and Community Sector representatives
- Faith representatives
- Centre for Applied Education Research
- Chairs of Partnership Boards

Members agree that they will attend each meeting or, in the event of absence, a named substitute will attend instead.

7. Responsibilities of Members and Partners

7.1. Individual Responsibilities

All members of the executive group will:

- Uphold and champion Children's Rights as detailed in the UN Convention on the Rights of a Child.
- Be clear who they are representing and their role.
- Use the power of their position held in their organisation to influence strategy, policy and practice.
- Feed in the views of their organisation.
- Creatively share ideas to improve service delivery.
- Share professional knowledge, expertise and analytical ability to further develop the work of the Executive.
- Promote the work of the Executive within their own organisation/peers and take back and action decisions/issues arising from the group.
- Communicate the messages of the Executive within their own organisation and within their internal and external networks.
- Commit to investing resources, as applicable, to deliver the outcomes agreed by the Executive in the Children and Young People's Plan.
- Participate fully in meetings, attend regularly and give adequate notice if unable to attend a meeting.
- Nominate and brief a deputy if unable to attend a meeting.
- Undertake work outside of meetings.
- Be adequately prepared for meetings.
- Respect others views and work together to come to a collective agreement.
- Adhere to the terms of reference of the executive group.

7.2. Responsibilities of Partner Organisations

The Executive cannot compel a participating individual partner to implement any decision and individual partners remain accountable within their existing corporate systems. A member's role at Executive is to influence their organisation's priorities and policies so that the single plan agreed at the Executive can be delivered through its partners. Members bring their professional knowledge and expertise to the Executive to influence how all partner agencies work together to deliver improved outcomes for children and young people. Their role is to influence the partnership, agree a consistent approach and return to their organisation to influence the way it delivers services.

7.3. Responsibilities of the Co-Chairs

The Chairs of the Executive will:

- Provide leadership for the Executive.
- Ensure the Executive operates within the terms of reference.
- Provide guidance and direction to lead officers tasked with activity in the strategic plan.
- Challenge activities where necessary to ensure work to achieve the targets within the plan is completed.
- Ensure any working groups operate within their remit, giving updates, reporting on performance and highlighting issues as necessary to the Executive.

8. Operating Procedures

8.1. Secretariat Support

Secretariat Support will be provided for the main Executive by officers in City of Bradford Metropolitan District Council (CBMDC) unless agreed otherwise. Where a 'task and finish' group needs to be convened to provide focused and short term project work, the Board will agree its support and reporting arrangements at the time of it being established.

8.2. Administration of meetings

The Executive will meet three times a year for two hours. A schedule of dates will be published; lead officers and the Chair are responsible for meeting these timeframes.

Agenda papers will be sent out at least seven working days before each meeting and made available on the Bradford Council website. Minutes shall be taken and will be a record of the meeting. The minutes will be considered draft until agreed at the following meeting; draft minutes will be distributed within ten days of the meeting and published on the Bradford Council website. Minutes will be finalised following the subsequent meeting.

Meetings of the Executive are constituted as public meetings with agendas and minutes being made available in the public domain.

The terms of reference will be reviewed annually.

Attendance at meetings will be monitored.

8.3. Conflicts of Interest

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

Resolution of any disputes will be by referring the matter to the Chair who will have the final decision. This decision will be minuted.

9. Confidentiality

9.1. Data Protection and GDPR

Executive members must not disclose/discuss personal data relating to third parties or confidential information provided by government or third parties (for example commercially sensitive data supplied by contractors). Members and partner organisations are subject to the provisions of the Data Protection Act (2018) and GDPR regulations.

Partner organisations will adhere to their individual privacy notices with reference to collecting, using and sharing data⁴

⁴ [CBMDC Privacy Notice](#)

10. Principles

10.1. Nolan Principles

The Executive agree to embracing the seven principles of public life, the “Nolan Principles”, outlined by the Committee of Standards in Public Life (1995)⁵:

- **Selflessness:** Holders of public office should act solely in terms of the public interest.
- **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- **Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- **Honesty:** Holders of public office should be truthful.
- **Leadership:** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.⁶
-

10.2. Good Governance Standards

The Executive also agrees to embracing the six principles outlined in “The Good Governance Standards for Public Services” from The Independent Commission on Good Governance in Public Services⁷:

1. Focusing on the organisation’s purpose and on outcomes for citizens and service users;
2. Performing effectively in clearly defined functions and roles.
3. Promoting values for all partner organisations and demonstrating the values of good governance through behaviour.
4. Taking informed, transparent decisions and managing risk.
5. Developing the capacity and capability of the governing body to be effective.
6. Engaging stakeholders and making accountability real.

⁵ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

⁶ Leadership amended in the [23rd report](#) of the committee, published November 2021.

⁷ <https://www.cipfa.org/policy-and-guidance/reports/good-governance-standard-for-public-services>