



GOVERNANCE FRAMEWORK

MOD CHILDREN AND YOUNG PEOPLE'S TRUST BOARD

March 2012



Directorate Children & Young People,
Personnel & Support Command
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Introduction

The Governance arrangements and supporting documents included below will be reviewed annually and further documentation will be added and/or amended subject to changes to Department for Education (DfE) policy and guidance and/or MoD Policy updates. Reference will also be made to policy and guidance as it applies in the devolved administrations.

The Governance Framework should be retained by MoD Children and Young People's Trust Board (CYPTB) members and shared with their respective organisations/agencies. It should be passed to Board member's successors should posting or job appointment arrangements require changes to membership.

All Board members are required to sign and return the enclosed Partnership protocol document which demonstrates CYPTB member awareness of and commitment to, the agreed Governance arrangements and their roles, responsibilities and accountabilities as a member of the MoD CYPTB.

Listening to the Voice of Children & Young People and their Parents/Carers

The MoD CYPTB through its links with the Command level (and, where applicable, local Garrison/Station/Isolated Detachment (ISODET) level Children & Young People's Board (CYPB) arrangements will ensure that it explores the wishes and feelings of children and young people and their parents/carers about the priorities underpinning the MoD's Children and Young People's Strategy & Improvement Plan and the impact of services available to support them. Command-level CYPBs should also consider with children and young and their parents/carers, how they can contribute to the development of services evaluation reports in the local area.

The MoD Children & Young People's Steering Group (SG) will be responsible for developing a strategy to inform consultation practice with children & young people. The purpose of the strategy will be to ensure coherence and consistency whilst enabling local approaches. The intent is to base this on the 'Hear by Right' standards.

Scope of Governance Framework

The Governance Framework is primarily designed to provide a structure to support the needs of Service children and young people living overseas; for those children & young people living in the UK, the legislation designates the relevant local authority with the responsibilities set out in the Children Act 2004 and any subsequent legislation. The MOD CYPTB will, however, adopt a role of champion and advocate for all Service children & young people in whatever location they reside. For further clarification on target audience see **Annex A**.

Equalities Statement

The CYPTB, the Steering Group (SG) and any priority theme working groups that are established, have a commitment to provide Service children & young people and their families with equality of opportunity and access to services and to tackle discrimination and disadvantage. The Board commits to this as a major strand in its aim to improve the quality of life and outcomes for Service children & young people. Members of the Board will not tolerate the less favourable treatment of anyone on the grounds of their gender, age, race, colour, nationality, ethnicity, disability, sexual orientation, religion or faith or any other reason which cannot be shown to be justified.

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1. GLOSSARY

| | |
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| AG | Adjutant General |
| ALS | Army Legal Services |
| AWS | Army Welfare Service |
| BFEYS | British Forces Early Years' Service |
| BFHS | British Forces Health Service |
| BFSWS | British Forces Social Work Service |
| CMRS | Courts Martial Reports Service |
| CO | Commanding Officer |
| CRB | Criminal Record Bureau |
| CRT | Central Referral Team |
| CT | Children's Trust |
| CYP | Children and Young People |
| CYPP | Children and Young People Plan |
| CYPTB | Children and Young People's Trust Board |
| CYPSG | Children and Young People Steering Group |
| DfE | Department for Education |
| DCYP | Director Children and Young People |
| DDS | Defence Dental Service |
| ICRS | Independent Conference and Review Service |
| ISODET | Isolated Detachment |
| MoD | Ministry of Defence |
| QA | Quality Assurance |
| SB | Safeguarding Board |
| SCE | Service Children's Education |
| SOBA | Standing Orders for the British Army |
| SSAFA | Soldiers, Sailor and Airmen Families Association |
| T&D | Training and Development Group |
| TORs | Terms of Reference |
| VFM | Value for Money |

2. Elements of good governance:

- The extent to which the Board can evidence a clear focus and impact on improving outcomes for Service children & young people.
- The procedures and practice used by the Board to oversee the effective use of the resources available to it.
- Clear lines of responsibility and accountability.
- Clarity of roles.
- Overarching policies and a strategic planning framework in place (including Children & Young People's Strategy & Improvement Plan, Safeguarding Arrangements, Early Years (EYs) – 0-5, 14-19 etc).
- Appropriate checks, code of practice, vetting and barring arrangements and training in place to support safeguarding arrangements.
- Clear and agreed Terms of Reference (TORs).
- Partnership protocol signed by all members of the Board on behalf of the agency/organisation they represent.
- Published meeting arrangements and appropriate level of representation.
- Accurate data and information to inform priority setting, commissioning and resource allocation.
- Information sharing protocols are in place in Germany but further work is required to align with the MoD policy on data and information sharing (a draft policy is in place).
- Robust annual self-assessment process against national and local indicators to inform the strategic planning and commissioning processes.
- An appropriate performance management framework to monitor progress against outcomes.
- A detailed risk register with supporting mitigation measures which is reviewed and monitored regularly at Board level.
- Appropriately independent internal and external controls.
- Glossary of key phrases and acronyms.

3. Background to legislation regarding the setting up of Children's Trust (CT) arrangements:

Section 10 of the Children Act 2004 to which the MoD must have regard, provides guidance on inter-agency co-operation to improve the well-being of children, young people and their families through the "duty to co-operate" and work together to ensure 'Early Support – Helping Every Child Succeed' to deliver the 5 outcomes described in the CA04. In accordance with this duty and within the spirit and intention of CA04, MoD will maintain "CT arrangements" and continue to put improving outcomes for children and young people at the centre of all activity. However, the vision behind CTs also recognised that the arrangements put in place should have the flexibility to tailor local arrangements to meet local circumstances and practices in ways that respond most effectively to the needs of the children, young people and families in their care. This is of particular significance to the MoD and the way in which it tailors its arrangements to respond to local circumstances in different overseas locations.

For Service children & young people living in the UK, the local authority within which they reside will provide the arrangements and the MoD Director Children & Young People (D CYP) and her designated representatives will liaise with relevant authorities to seek assurance that the particular needs of Service families in the UK are appropriately considered. This document particularly focuses on meeting the needs of those Service children, young people and their families living abroad.

The Governance arrangements outlined in this document, set out the framework (Policy, Practice and Procedures) for the overarching MoD CYPTB, its supporting SG, Safeguarding Board (SB) arrangements and the Strategic Planning framework. At local level overseas, as set out in the spirit of the guidance, there is flexibility to tailor local arrangements and to identify and respond to local priorities. However, it is expected that where possible and appropriate, local governance arrangements will seek to align with the overarching MoD CYPTB governance arrangements as set out in this document with the local commander or his senior delegated officer chairing the local CYPB arrangements and/or SB arrangements. At local level and where practicable within the context, Commands are required to seek a level of independence between the respective Chairs of the CYPB and the SB and separately to provide appropriate scrutiny and QA arrangements through independent reviewing officers in the case of safeguarding matters or through the local area boards in the case of the CYPB.

For smaller garrisons and ISODETs, given the limited resources available, it is evident that there will be greater difficulties and challenges to provide the full range of partners and/or seek the levels of independent scrutiny and QA as advised above. In these instances additional support and advice should be sought through the overarching MoD governance structures and Command level governance structures and with guidance from the D CYP. The CYPTB will set the framework for local development and will advise on minimum levels of service delivery to support CYP, but at the local level Commands will determine what is affordable and deliverable within the local context.

4. Strategic Planning Framework (see Annex C)

The MoD CYPTB will have the responsibility for developing, publishing and monitoring the impact of the MoD Children and Young People's Strategy & Improvement Plan. Command-level and local overseas plans should seek to align with this and agency/partner/school level strategic plans should also be aligned, where possible and appropriate.

The Plan, which will be updated annually, sets out the priorities and targets that underpin the work of the CYPTB at MoD level. The priorities were identified following an audit of available data assessed against the national and local priorities available at that time. The final priorities in the Plan were agreed after consultation with children & young people and CYPTB partners through the work of the single Service youth providers. The priorities will be continually monitored for relevance and compliance with national guidance. Each priority will be supported by an improvement plan and a lead partner and delivery group will oversee the actions required to achieve improvement. Each of the priority leads will be a member of the MoD SG and each will be responsible for establishing a Delivery Group drawn from member agency/partner front line delivery staff. The named priority leads will be required to maintain robust performance management arrangements to monitor progress against agreed priorities and the chair of the SG will be required to maintain an overarching performance profile and risk register to monitor progress against agreed targets and actions. Where progress is below expectations and/or a cause for

concern, the Chair of the SG will be required to notify the CYPTB and the priority lead and/or relevant agency/partner will be required to attend the CYPTB to describe what mitigation procedures are in place to ensure progress is brought back on track.

The authority to challenge the partners rests with the AG who has overarching responsibility on behalf of the tri-Services supported by the DCYP who is the designated professional lead.

At Command level and, where appropriate, local garrison/station/ISODET level, it is expected that locally determined CYPB arrangements will be in place as far as is possible within the parameters of the local context and that a locally agreed children & young people's plan (CYPP) will be developed which takes account of the overarching priorities whilst also reflecting local needs and priorities. The majority of the overseas locations already have some form of CYPP in place/under development. It is expected that these will be updated frequently in response to any updates to the MoD level Governance Framework.

Each partner agency is required to ensure that appropriate alignment is achieved between the interagency MoD-level Children & Young People's Strategy & Plan and their individual agency/partner strategic business plans and that they will also take account of available data. Annex B illustrates the governance interfaces; Annex C illustrates the Strategic Planning interfaces.

5. Purpose of MoD CYPTB and what it does:

- The purpose of the CYPTB is to improve the well-being of all Service children and young people; improving their outcomes and in turn, prospects for the future whilst reducing inequalities where they exist for the most vulnerable Service children and young people.
- The CYPTB is a partnership body, chaired by the AG with professional guidance from the DCYP, and supported by the nominated professional leads from the partner organisations. It is responsible for bringing together key partners under the 'duty to co-operate' to improve the well-being of Service children & young people.
- Schools and Vocational Partners contribute to the partnership arrangements, delivering within the resources available, a high quality personalised education offer. They represent the delivery end of the preventative system and should look to identify and respond to the needs of children at an early stage and commit to multi-agency or partnership working including with other schools of the overseas location to meet those needs at local level.
- The work of the MoD SB (including Command-level Local Safeguarding Children Boards (LSCBs) will also contribute to the wider goals and priorities of the relevant CYPTB but will have a particular focus on safeguarding. The CYPTB should consult the relevant level SB on issues that affect how children are safeguarded and in turn the SB must be consulted during the development of the local CYPP. The CYPTB will take an overview of the SB's practice and performance as part of its monitoring arrangements and there should be regular communication between the two Boards at every level in the system to avoid duplication and/or gaps in policies and service provision. To achieve this, the Chair of the SB (at the relevant level) will be expected to sit on the appropriate level CYPB.

- The capacity of garrison/ISODET-level partnerships to engage with their local Service communities and commission services in their own right will vary according to the scale of resources available. However, where possible, it is important that they are integrated with, and clear about, alignment and accountability to the MoD CYPTB arrangements.
- Arrangements should also be in place to communicate with 14-19 and EYs partnership arrangements to assure the MoD CYPTB that the local Command areas have the best possible child care and education and training provision in place to meet the needs of 0-5 year olds and 14-19 learners within the resources available.
- The Command-level CYPB should aim to be an Executive Board on which the key partners and members of the local Service community are represented but with specific governance and management and delivery structures that are tailored to meet local circumstances.

6. Accountability Framework - Interface with Command/Garrison level Children and Young People's Boards (See Annex B)

The MoD CYPTB will set the strategic direction for the Governance arrangements for CYPBs at Command and where relevant, local level, through its ownership and responsibility for auditing needs and identifying key priorities and targets which will be set out in the MoD Children & Young People's Strategy & Improvement Plan. However, it is for local garrisons and ISODETS to interpret this information and reflect it in local agreed governance arrangements and strategic planning.

7. Terms of Reference – MoD Executive CYPTB

- To provide the Executive level leadership, vision and strategic direction and to ensure that all Service children and young people have the opportunity to achieve the best possible outcomes in line with expectations originally set out in the 2004 Children Act Further work is required to investigate the necessary alignments with the relevant strategic plans for children & young people in the ownership of the Devolved Governments.
- To develop an overarching improvement strategy for Service children and young people, that identifies key priorities for action based upon a robust, evidence-based audit of current performance and needs, which reflects the views of Service children and young people and is jointly owned by the CYPTB members. It should be noted that it will take some time to collect the full evidence base.
- To support and challenge the work of the MoD SB to ensure the appropriate safeguarding processes are in place to protect children and young people living abroad.
- To work collectively to ensure that appropriate action is taken to minimise any adverse impact created by military life as a consequence of mobility, transition and deployment.
- To provide a robust performance management framework which enables regular assessment of progress against agreed priorities and actions, identifies key risks and ensures appropriate mitigation actions are in place to enable recovery against agreed timescales and actions.

- To collectively seek to maximise the use of all available knowledge, skills, expertise and resources to achieve better outcomes for children and young people through the application of a needs-led commissioning framework/strategy.
- To collectively agree roles and responsibilities for all members of the CYPTB and relevant partnership protocols to ensure the actions set out above are achievable.
- To ensure that appropriate alignment is achieved between the discrete (business) plan of each Agency/partner and those priorities set out in the collectively owned MoD Children & Young People's Strategy & Improvement Plan.
- To support and challenge the Commands to ensure that the MoD Governance arrangements are applied as far as is possible within the local context and that progress is made with improving children & young peoples' outcomes.

8. Roles, responsibilities, accountability and reporting arrangements

CYPTB – A member's role and responsibilities

Individual:

To contribute as a senior representative partner to the leadership of the CYPTB and to achieving its objectives, thereby improving outcomes for children and young people as set out by the MoD Children & Young People's Strategy & Improvement Plan through:

- Bringing personal expertise, leadership, knowledge and skills to contribute to effective strategic management of integrated services for children, young people and families.
- Acting as an ambassador for the CYPTB and the MoD Children & Young People's Strategy & Improvement Plan.
- Offering professional expertise, advice and where possible resources to improve the quality of commissioning.
- Committing adequate time to attend meetings and carrying out agreed actions within a reasonable and agreed timescale and/or providing a named deputy at an appropriate senior leadership level to act on your behalf.

Partnership role

- Contributing to leading and implementing change management in relation to promoting integrated services to improve outcomes for children and young people on behalf of the service/agency represented.
- Engaging in and supporting commissioning and delivery processes to secure the best possible services for CYP.

All members will:

- Regularly attend meetings
- Actively participate in meetings and contribute to the decision making process
- Listen, value and respect others' opinions and expertise

- Be outcome-focussed
- Be prepared to critically challenge and test assumptions and proposals to ensure sound decision-making occurs
- Contribute to the ongoing development of the Board through commitment to participate in training and planning events
- Support development of the wider supporting partnerships at Garrison/ISODET level – participating and contributing to their ongoing training, development and planning
- Bring local and national information to enable strategic alignment between the MoD CYPTB and the respective Strategic Plans of the agencies/partners represented on the Board.

MoD Steering Group (SG) – A Member’s Role and Responsibilities:

Individual:

To support the SG and CYPTB to achieve its objectives to improve outcomes for children & young people through:

- Bringing professional expertise, knowledge and skills to contribute to overall formulation of the planning and to enable access to data and analysis and to share service sector data; receiving and cascading collated data in relation to all children & young people back into own service sector
- Acting as an ambassador on behalf of the SG, promoting partnership working and outcomes focused planning and delivery
- Committing adequate time to attend meetings and carry out actions within a reasonable and agreed timescale.

Organisational Partnership Role

Contributing on behalf of the Agency/partner represented to delivering the required change plan process to facilitate and/or promote improved outcomes for children & young people.

All Members will:

- Regularly attend meetings
- Actively participate in meetings
- Listen, value and respect the views and expertise of the individual agencies that make up the partnership
- Be prepared to critically challenge and test assumptions and proposals to ensure sound decision-making and value for money (vfm) options are delivered
- Contribute to the ongoing development of the Steering Group through commitment to participate in training and planning events
- Support the aligned sub-groups and wider partnerships, participating and contributing to their ongoing training, development and planning.

9. Membership (CYPTB and SG)

CYPTB (suggested membership):

A senior manager lead or their named representative from the following organisations/agencies at 2* or equivalent (MoD), CEO or Director (external partners) or Headteacher level. Representation is required at this level to reflect the strategic role of the Executive Board members to set the vision and direction for the MoD's approach to CYP Services and to reflect other key roles set out in full in Sections 8 and 10.

- AG (Chair)
- D CYP (Vice-Chair)
- Independent Chair of the MoD Executive Safeguarding Board
- Commands: Fleet; Army (including Land Warfare Centre¹, HQ British Forces Germany², HQ Support Command³ & HQ Support Command Forward); Air; Permanent Joint Headquarters⁴
- Head Reserve Forces & Cadets
- Chief Executive Reserve Forces & Cadets Association
- MoD Surgeon General's Office
- MoD Head teacher Representative (overseas)
- UK Head Teacher Representative⁵
- Families' Federations (x1)⁶
- Chair of the MoD Steering Group – (Representing Priority leads unless specifically required to attend in professional expert capacity)
- DCDS(Pers & Training)
- Service Recruiting & Training
- Head of Profession Youth Services and Community Development*
- Single Service welfare leads (if not otherwise represented)*
- RMP*
- Director of Education Service Children's Education*
- Head Children's Education Advisory Service*
- Director Social Work (SSAFA)*
- Director Operations & Clinical Services (SSAFA)*

*Also includes the role of Professional Advisor to the Board

External Professional Advisers to the Board

¹ Representing Collective Training Establishments (CTEs)

² Representing BFG and European Support Command and BFG CYP Board

³ Representing Brunei & Nepal

⁴ Representing the Permanent Joint Operating Bases (PJOs) and Cyprus CYP Board

⁵ From a school with a high proportion of Service children

⁶ Single Service Families' Federations represented though a single nominated representative possibly on a rotational basis

- Dept of Health
- Department for Education
- Local Authority Director of Children's Services representative
- Other professional experts may also be invited to attend as/when required for agenda items e.g., devolved administrations (routine policy updates provided through DCYP SO1 Policy), Dept. for Business Information & Skills, Dept for Communities & Local Government, Children's Commissioner/ or equivalent (England, Scotland, Wales and NI)

SG Membership (suggested membership):

- AD CYP Policy, Planning and Governance (Chair)
- Priority 1 lead – AD CYP Info Support and Advice
- Priority 2 lead – D Ops SSAFA
- Priority 3 lead – Dir of Ed SCE
- Priority 4 lead – AD CYP Safeguarding
- Priority 5 lead – Chief Community Development Officer HQ Army
- Priority 6 lead – DCOS HQ BFG
- Single service and Command representatives where not covered by other representation
- CYP SO1 Commissioning ⁷
- Process Priority leads as required
- Families Federations representative

The British Forces Director Social Care (Contracted Service) representatives will be co-opted to attend in the capacity of Professional Expert and/or Policy Adviser role as and when relevant. Other professional experts may also be invited to attend as/when appropriate.

Accountability

The CYPTB will be accountable through the AG as Chairman, to the:

- *Secretary of State for Defence*
- *Service Personnel Board*

Management Structure and reporting arrangements

The role of CYPTB Chair should be undertaken by the MoD 3* lead (AG) and the Vice Chair should be the MoD 2* professional lead for CYP.

The Chair and/or Vice Chair will represent the Board and the MoD children & young people at Ministerial and/or cross-government department meetings and discussions.

⁷ CYP Plan Co-ord, needs identification, focus for strategic commissioning and delivery through partnership

The MoD SG will report to the MoD Executive CYPTB.

The MoD SB will operate independently of the CYPTB with the designated lead focus on safeguarding matters. The SB Chair will attend the CYPTB and be expected to report on progress against key priorities and any areas of concern which the chair feels requires support from the main CYPTB.

The Chair of the SB will be performance-managed by, the Vice Chair/2* lead for children & young people (DCYP).

Day to Day Management of the Partnership

The MoD CYPTB and its SG will:

- Meet twice and four times a year respectively
- Be informed of national priorities and local needs, to inform decisions and planning at MoD and Command level
- Receive performance management reports and data on an agreed schedule and prioritise areas of concern
- Receive reports from the Steering Group which will be shared with Ministers where relevant/appropriate. (Papers will be circulated to members in advance and will generally be public documents for widespread circulation and discussion).
- From time to time work confidentially when an issue is of a sensitive nature*.

* This is anticipated to be occasional and related to safeguarding matters. The Chair will decide when an issue should be treated confidentially. On such occasions, discussion points will be minuted and distributed to CYPTB members only.

Monitoring and Review

The MoD CYPTB will agree a forward work programme to reflect priorities and areas of concern.

Performance data against relevant key targets as set out in the MoD Children & Young People's Strategy & Improvement Plan will be provided to the Board on a timescale to be agreed but not less than annually.

10. Partnership Agreement – Vision

All MoD partners and agencies will work together to ensure that Service children & young people are offered high quality services which provide the opportunities and experiences to help them grow up to achieve the best possible outcomes.

The CYPTB, with the support of its individual partners and agencies, is established to deliver this vision.

Aims

The MoD CYPTB with the support of the MoD SB will:

- Promote children and young people's welfare and needs
- Develop robust processes and procedures to safeguard those CYP who are most vulnerable
- Make a true difference to children and young people's lives
- Challenge the Commands and the delivery partners to ensure that the services provided to service CYP and the resources available to support delivery, are targeted to the priority areas identified in the MoD CYPP
- Achieve improvements in outcomes as far as is possible within the resources available
- Provide an effective partnership where all CYPTB members will work together to commission high quality services; gather, analyse and consult on the views of CYP of Service families
- Involve and consult stakeholders
- Listen to CYP and families
- Use data and evidence to inform decisions
- Commit to inter-agency partnership working.

Key Objectives

The key objectives of the partnership are to:

- Provide the strategic leadership to secure improved outcomes for children and young people.
- Develop the strategic planning framework to inform the direction of the CYPTB.
- be accountable for key inter-agency decisions that relate to CYP services
- Promote and apply in practice, an agreed Children's Trust way of working.
- Undertake a robust self-assessment process against the published national standards and other relevant local data identified as its highest priorities for action
- Negotiate and secure Ministerial and cross-Government support for the work of the CYPTB and the CYPP.

These objectives will be delivered by the partnership:

- Leading the development of strategy and providing the framework for the development of commissioning plans against each identified priority.

- Securing effective links between other agencies and the partnership to ensure coherence in policy.
- Monitoring and QA the impact of the Children and Young People's Plan.
- Supporting implementation of agreed commissioning plans within agencies.
- Ensuring that the MoD C&YP Steering Group commissions activities within the agreed strategic framework and planning documents.
- Receive reports and recommendations from the MoD Steering Group and make policy decisions and allocate available resources in response to these.
- Receive regular reports from the Chair of the MoD SB Executive Board who in turn will be responsible for keeping the AG and DCYP and Board members aware of progress and any serious safeguarding matters including the decision to implement a SCR and the outcomes of it.

Commitment

By signing this agreement members are showing commitment to the partnership and achieving its key aims and objectives.

A copy of this Agreement shall be signed on behalf of each Partner or MoD representative by a person duly authorised for this purpose.

Agency/Service representing: _____

Signature: _____

Date: _____

11. Performance Management Arrangements

The Steering Group will be responsible for developing and populating a Performance Profile based on the model currently used in LAs in England. The profile will also include local/contextual indicators where relevant and a range of process indicators to help monitor progress against agreed actions as set out in the CYPP.

The MoD CYPTB SG will:

- Be informed of national priorities and local needs, to inform decisions and planning at MoD and Command level
- Receive, from the Priority leads, performance management reports and data on an agreed schedule, prioritise areas of concern and relay to CYPTB through Steering Group Chair
- Ensure progress against actions from MoD CYPTB Record of Decisions and inform risk register
- Monitor and QA the impact of the Children and Young People's Strategy & Improvement Plan
- Maintain currency of the Children and Young People's Strategy & Improvement Plan
- Ensure progress against priority direction set by MoD CYPTB
- Report to bi-annual MoD CYPTB

12. Quality Assurance (with particular reference to Safeguarding processes)

QA in Children's Social Care/Safeguarding matters includes the following:

- A commitment to quality
- Defined standards
- Up to date procedures and guidance that match expected standards
- Appropriate induction, training and support for all staff
- Regular monitoring and review of work to ensure it follows agreed procedures
- Checking of standards, procedures and service delivery against users' perspectives
- Systematic collection and analysis of key data and information to inform practice and risk management processes
- Regular audits of standards, procedures and outcomes.

The QA function will be delivered at arms length from the operational delivery and where possible within available resources and, subject to the support of GOC UKSC who owns the Service, will be provided by the Independent Conference and Review Service (ICRS). Leadership for this service will as far as is practicable will be provided at Command Level by a qualified social worker who has recent/current experience working within a children's social care environment. The DCYP AD Safeguarding will meet with the ICRS lead outside of the meeting framework of the CYPTB/Command level Safeguarding Boards to maintain an understanding of caseloads and independent reviews in process.

Day-to-day leadership and responsibility for safeguarding processes and the ICRS will rest with the Commands through the BFSWS and/or NPFS however, DCYP will monitor the ongoing relationship between the QA function and the operational managers to ensure a “healthy tension” is maintained at all times.

The overall management of operational child protection services at Command level must be delivered by an experienced and qualified social worker who recognises the importance of listening to the ICR Manager.

DCYP should also from time to time review/listen to other sources of independent feedback as and where available within the context of the individual Commands/overseas garrisons and stations (including children & young people, foster carers, family advocacy groups such as AFF and school staff).

DCYP must also ensure that robust action plans are drawn up following any external/internal review processes and that progress against agreed actions is monitored and reported to the SB and CYPTB.

13. Risk Management

The MoD SG, on behalf of the CYPTB, will undertake regular risk assessment against achieving the agreed objectives of the Partnership. A risk register will be maintained and updated 4 times a year to monitor known and emerging risks and to report on the impact of mitigation procedures as needed. The Chair of the SG will be responsible for the Risk Register and will report, by exception, to the CYPTB on high level risks. The Chair of the SG will also be responsible for producing an annual assessment of progress against all risks identified in the Register

14. Resources

There are currently no formal agreements in place to pool resources to support the work of the partnership, however, a number of informal inter-agency arrangements are in place which ensure that agencies work together to improve outcomes for Service children & young people. The DCYP Head of Commissioning will continue to explore opportunities to identify and target resources on an integrated basis to support the delivery of the priorities identified in the MoD Children & Young People’s Strategy & Improvement Plan in consultation with partner agencies.

Administrative support will be provided by the AD CYP, who will monitor the necessary interface with the MoD SG and partner agencies.

15. Communication

The MoD SG, through the DCYP communications lead, will be required to maintain a communication strategy which ensures that the MoD children & young people’s web site provides a platform for publication of the Children & Young People’s Strategy & Improvement Plan, Performance Profile, Risk Register and the Agendas and Minutes of the MoD CYPTB and SG meetings.

TARGET AUDIENCE

Dependent Children 0-19 years (of military and MoD UKBC staff) residing with their parents in overseas Garrisons /Commands

In overseas locations, the MoD Command acts as a quasi-local authority – a position that brings with it statutory and non-statutory responsibilities. For these children the MoD already provides the gamut of children's services, from education and Early Years (EYs) to social work, welfare and youth and community services, although currently these are offered through discrete services rather than through the integrated approach required of LA in the UK under the CA 04. The Chain of Command has a key (and in some instances) statutory role in this area, and is directly responsible and accountable for the provision of all services other than education which is a function of SCE. These services are also available to children at Boarding Schools who return to their Service Families' Accommodation address overseas during the holiday periods.

Dependent Children 0-19 (of military and MoD UKBC staff) residing with their parents in ISODETS overseas

In ISODETS, the MoD generally does not operate a local authority function and families are advised prior to posting that they are expected to live with a minimum of Departmental involvement. Funding is available for children to attend local schools/nurseries, and in some locations some other elements of the children's services offer such as social services, health and dental services, youth services etc., are provided when required by diverting them from other Command locations where the service is available. It is generally recognised that this group of children and young people are the most vulnerable and most in need of corporate support to, as a minimum, ensure that appropriate safeguarding procedures are in place.

Dependant children 0-19 of military personnel living in the UK

Children of military personnel residing in the UK are subject to the statutory responsibility of local authorities in the same way as all other children within the local authority boundary. However, the Armed Forces do provide non-formal education⁸ to Service families in addition to that provided by local authorities in recognition of the unique issues and context that come with Service life. Additionally, the Service units also engage to some extent with the local authority and sub-regional planning structures to engage with key Plans and Strategies such as the local authority Community Strategy and/or Children & Young People's Plan. However, this engagement is not consistent and to date there is no formal requirement on any local authority to include a reference to the specific and unique needs of Service children and young people and/or young Servicemen/women (and their spouses where age-relevant) within their strategic plans relating to the 0-19 age group. Additionally there is no requirement for representation from MoD personnel on any key Boards such as the LSCB and/or CYPB.

⁸ Such as Play Work, Youth Work & Community Development Work, directly delivered, or secured, by NPFS/RMW, AWS & RAF CS

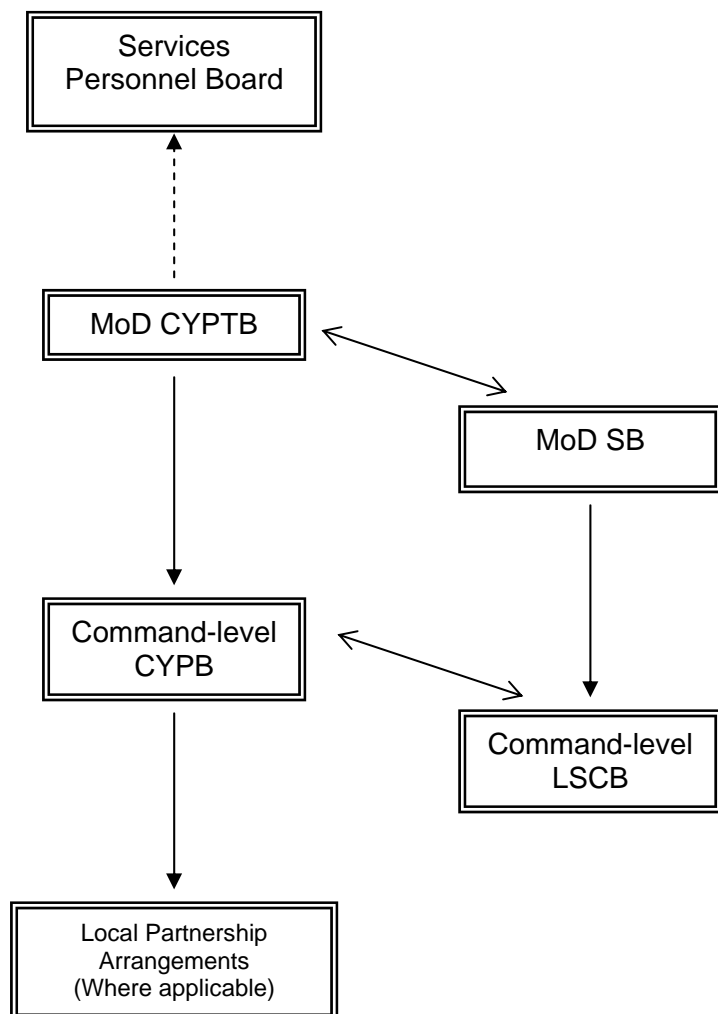
UK children engaged in MoD-operated youth schemes (eg cadets and youth engagement programmes)

In this role the MoD is acting in a non-statutory capacity delivering youth activities (sometimes/ideally in partnership with the local authority). It has responsibility for safeguarding the young people in its care and must abide with the statutory Criminal Records Bureau and child protection legislation. It must also ensure that the activities it provides are consistent with the relevant health and safety/adventurous activity legislation. It is also good practice and better use of scarce resources to ensure that the range of voluntary activities provided are consistent with UK and relevant local authority priorities as set out within the national and local CYPPs, which are focused on improving outcomes as determined in CA04.

Young servicemen/women (and their spouses where age relevant) below 19 years

In this role the MoD acts as the employer and, as such, has the statutory Employer responsibilities and accountabilities that sit with this role. However, this group of “young people” also fall within the age sphere of the Children’s Act 2004 and therefore there is a need to ensure that arrangements and appropriate interfaces are in place to meet legislative requirements to improve outcomes for this age group as defined in the Children Act and in particular to meet safeguarding responsibilities. The establishment of a corporate MoD Directorate Children and Young People will help to support and facilitate this co-ordination

CHILDREN & YOUNG PEOPLE'S
GOVERNANCE INTERFACES



CYPB Children & Young People's Board
LSCB Local Safeguarding Children's Board

STRATEGIC PLANNING INTERFACES

MoD DEFENCE PLAN

The Defence Aim:

Deliver security for the UK and the Overseas territories and act as a force for good by strengthening international peace and stability.

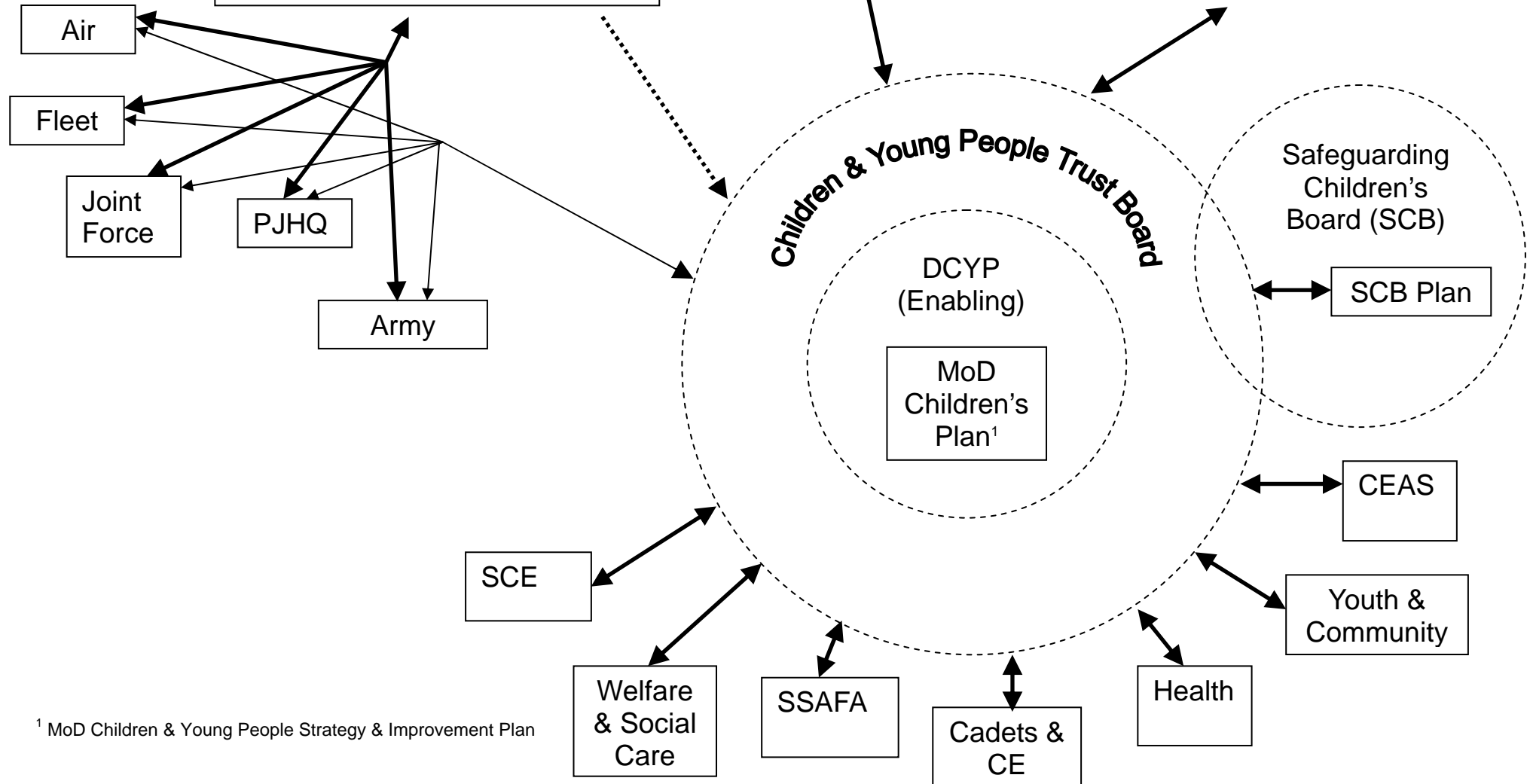
Departmental Strategic Objectives:

- Achieve success in military tasks
- Be ready to respond to tasks that might arise.
- Build for the Future.

GOVT POLICY

**ANNEX C TO
GOVERNANCE FRAMEWORK
MoD CYPTB
Mar 12**

WIDER ENVIRONMENTAL FACTORS



¹ MoD Children & Young People Strategy & Improvement Plan