

By: Sarah Hohler, Cabinet Member for Children, Families and Education  
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To: Cabinet - 29 March 2010

Subject: KENT CHILDREN'S TRUST (KCT) AND LOCAL PARTNERSHIP ARRANGEMENTS

Classification: Unrestricted

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Summary: This paper provides a progress report on the development of children's trust arrangements in Kent and seeks Cabinet agreement to further develop the Kent Children's Trust and local partnership arrangements.

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## **Introduction**

1. (1) The development of children's trust arrangements is a vital element of our strategy to improve outcomes for Kent children and young people in line with the Every Child Matters (ECM) framework. To make lasting improvements for children and young people, services must work in closer partnership at strategic and local levels. This approach is in line with the Kent Total Place methodology which seeks to maximise the impact of public services through integrated service planning and delivery. The Kent Children's Trust is a key mechanism to deliver KCC's priorities for children, young people and families and to help develop economic and community regeneration.

(2) The Kent agenda for children, young people and families is set out in The Vision for Kent (Kent's Community Strategy) and the current Children and Young Peoples Plan. This agenda is underpinned by legislation including The Children Act 2004 which sets out the requirement to build highly effective children's trust arrangements. These requirements are now further developed through the Apprenticeships, Skills, Children and Learning (ASCL) Act which received royal assent in November 2009. Draft Statutory Guidance on children's trust arrangements was also launched by the DCSF in November with final guidance expected in April 2010.

## **Role of the Local Authority in children's trust arrangements**

2. (1) The role of the Local Authority is to ensure the establishment and co-ordination of the Children's Trust Board, and each of the statutory partners is required to cooperate. As the authority with responsibility for education and children's social care, KCC has this lead role in Kent. Leadership is exercised through the statutory roles of the Director of Children's Services (DCS), Rosalind Turner, and the Lead Member (LM) for Children Services, Mrs Sarah Hohler. The DCS and LM engage partners and promote a shared sense of ownership and commitment to the broad aim of improving children's well being. They are also accountable for the effectiveness of the partnership arrangements in improving outcomes. In

Kent support for children, young people and families is managed across the County Council, therefore the Communities Directorate and Kent Adult Social Services are closely involved in the development of the Children's Trust at strategic, executive and operational levels. The ASCL Act reaffirms the lead role of Local Authority and introduces the following changes:

- The Children's Trust Board is placed on a statutory footing from April 2010. The Kent Children's Trust Board has been in place for 3 years and local partnership arrangements were introduced in September 2008. Kent will review the current KCT governance framework and a further paper will be brought to Cabinet in May 2010, when new regulations are published.
- The Kent Children's Trust has collective responsibility for developing, publishing and reviewing the CYPP from April 2010 and the first new style CYPP must be published by April 2011. Planning to achieve this deadline has already commenced.
- The plan becomes the joint strategy of children's trust partners to improve outcomes for local children and young people and must be resourced by partners of the Trust.
- Each partner agency retains its statutory accountabilities, but the Children's Trust will facilitate joint commissioning and delivery to improve outcomes for children, young people and families
- The new plan will be a key mechanism to deliver KCC's priorities for children, young people and families. The development of the new plan is also an opportunity to embed a Total Place approach to service planning and delivery.
- Schools (including Academies), FE and sixth form colleges and Jobcentre Plus become new statutory partners in the children's trust arrangements from January 2010. These partners are already engaged in Kent's arrangements.

### **Kent Children's Trust Review**

3. (1) In July 2009 the KCT Executive initiated a review of our children's trust arrangements. Working with the national Commissioning Support Programme (CSP) the Executive invited views from all partners to identify the strengths and development needs of our current arrangements. The main messages from the review are set out in the attached report and were considered by the Kent Children's Trust County Board on 16 December.

(2) Taking account of the KCT review and the new requirements of the ASCL Act the KCT Board agreed to develop a programme of '*change for children*' to strengthen our partnership arrangements over the next 3 years, key proposals are set out in the attached report. This programme will provide improved accountability and impact through a strengthened strategic Board, a focused Executive to drive joint commissioning, and 12 Local Children's Trust (LCT) Boards. The LCT Boards replace the current 23 Local Children's Services Partnerships, see key proposal four. They will work within the framework established by the KCT Executive and provide a local mechanism for implementing a Total Place approach for children and young people.

## **Working as part of the Kent Partnership**

4. (1) The Kent Children's Trust is one of the four thematic subgroups of the Kent Partnership. The relationship between the Kent Children's Trust County Board and the Kent Partnership is part of the integrated governance arrangements. This governance model is highlighted as good practice in Audit Commission guidance.

The relationship with the Kent Partnership is essential to enable the KCT to influence broader agendas that impact on outcomes for children and young people for example housing, environment and economic regeneration.

(2) Findings from the recent Kent Children's Trust Review were reported to the Kent Partnership in February 2010, which endorsed the key actions and reaffirmed support to improve services for children, young people and families.

(3) Further reports will be provided to Cabinet and the Kent Partnership on the development and generation of Kent's children's trust arrangements including:

- Report on KCT Governance, Framework and Partnership agreement
- Report on developing the new Children and Young Peoples Plan

### **Recommendations**

7. Members of the Cabinet are requested to:
- Agree the KCT Board decision to develop a '*Change for Children*' programme to strengthen our partnership arrangements including the seven key actions for implementation during 2010.
  - Agree to receive further reports on the KCT Governance framework and developing the new Children and Young Peoples Plan.
  - Note the legislative requirements of the ASCL Act 2009, with regard to children's trust development.

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### **Background Documents**

Report of the Kent Children's Trust Review  
[http://www.kenttrustweb.org.uk/Children/kct\\_change\\_for\\_children.cfm](http://www.kenttrustweb.org.uk/Children/kct_change_for_children.cfm)

By: Joanna Wainwright, Director of Commissioning (Specialist Services)

To: Kent Children's Trust County Board

Date of Meeting: 16 December 2009

Subject: **Kent Children's Trust (KCT) Commissioning and Delivery Review**

Classification: Confidential to the KCT Board  Unrestricted

**Summary:** This report presents **proposals for change** arising from the findings of the KCT Commissioning and Delivery review and the requirements of the Apprenticeships, Skills, Children and Learning (ASCL) Act. These proposals are intended to strengthen our integrated commissioning and delivery arrangements to improve outcomes for children and young people in line with the Kent Children and Young People's Plan.

**The KCT Board is asked to:**

1. Note the findings from the review as set out in the attached report.
2. Consider seven key proposals to strengthen our integrated commissioning and delivery arrangements at county and local levels for implementation during 2010.
3. Commit to a long term programme of consultation, development and change across all partner agencies of the Kent Children's Trust.

**Appendices:**

- 1 - Seven key proposals for implementation during 2010.
- 2 - Potential partnership model.
- 3 - Summary of the ASCL Act and draft guidance.

**1. Introduction**

1.1 The background to the KCT commissioning and delivery review was set out in the interim report presented to the KCT Board on 7 October and is also outlined in the draft report - Appendix 4, to be tabled at the meeting.

1.2 The major drivers for the KCT review are:

- The need to improve outcomes for children and young people in cross cutting priority areas for example, teenage pregnancy and substance misuse.

These priorities were considered by the KCT Board in June and October as part of the first annual review of progress of the CYPP. The KCT Board agreed that we needed to build stronger commissioning arrangements that harness the ambition in our CYPP and shape new and improved integrated services that really make a positive difference.

- The Apprenticeships, Skills, Children and Learning (ASCL) Act 2009 and draft Children's Trust guidance.

All local authorities are being encouraged to evaluate the effectiveness of their local arrangements in light of the ASCL Act and a national [Commissioning Support Programme \(CSP\)](#) has been established to support this process. The CSP continues to support the KCT programme of review and development by providing independent advice, guidance and challenge.

## 2. Main messages from the Review

2.1 The main messages are detailed in appendix 4. Overall the review has highlighted good progress in the following areas:

- Strong partnership commitment to work together at strategic and local levels to improve outcomes,
- broad partnership agreement on the priority areas we need to improve through the CYPP,
- a well developed understanding of children's needs across the county; and
- increasing opportunities for the views of children and young people to be heard.

The review has also highlighted many examples of good work taking place at local levels through LCSPs.

2.2 The progress to date provides a solid foundation from which to address the development areas identified through the review which are:

- to clarify accountability and improve understanding across all partners and levels of the children's trust,
- to strengthen joint commissioning arrangements to deliver improvements in line with the CYPP,
- to share more resources across partners - finance, knowledge, expertise and skills,
- to streamline partnership groups and ensure a clear focus and function,
- to improve communications and connections between strategic and local levels of the Trust; and
- to build integrated delivery teams, including staff from all relevant partners, to work at the most local level to support universal and targeted services.

## 3. Proposals

3.1 The KCT Executive considered the main messages from the review and potential options for change at their meeting on 11 November. The main findings and potential options were also shared at a workshop for LCSP Chairs, Managers and KCT Board members on 26 November. The purpose of this workshop was to 'check out' potential options for change and to shape proposals for the KCT Board. Rosalind Turner presented a potential model for children's trust arrangements - see appendix 2 and national advisors from the Commissioning Support Programme led lively group discussions focussed on the benefits, risks and other considerations related to the model. A panel drawn from members of the KCT Executive were able to listen and respond to issues. A workshop report is available at [http://www.kenttrustweb.org.uk/UserFiles/CW/File/Childrens\\_Services/Kent\\_Childrens\\_Trust/KCT\\_County\\_Board/Dec\\_09/Workshop\\_Report\\_26\\_11\\_09\\_Final.doc](http://www.kenttrustweb.org.uk/UserFiles/CW/File/Childrens_Services/Kent_Childrens_Trust/KCT_County_Board/Dec_09/Workshop_Report_26_11_09_Final.doc)

3.2 Seven key proposals to strengthen our children's trust arrangements during 2010 at county and local levels are set in Appendix 1. These proposals address the immediate development areas from the review and respond to the new requirements of the ASCL Act. A long term strategic 'Change for Children' plan, resourced by all partners of the KCT, will also be needed to fully address the areas of development highlighted through the review.

#### 4. What happens next?

- 4.1 Subject to agreement by the Board the seven key proposals will be developed into an outline project plan to be agreed by the KCT Executive on 21 January 2010. More long term changes will be detailed in a children's trust strategic 'Change for Children' plan which will be prepared by the KCT Executive and presented to the KCT Board at its next meeting in March 2010.

##### **KCT Board is asked to:**

1. Note the findings from the review.
2. Agree the seven key proposals to strengthen our integrated commissioning and delivery arrangements at county and local levels for implementation during 2010.
3. Commit to a long term programme of consultation, development and change across all partner agencies of the Kent Children's Trust.

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<b>Key Proposal One</b>		
<p><b>Re-establish the KCT Board as the group with collective responsibility for setting vision, agreeing the CYPP and championing improved outcomes through partnership working. Streamline the KCT substructure and clarify purpose and accountability.</b></p>		
<b>Supporting feedback from the Kent Children's Trust Review</b>		
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 3: There is recognition that governance arrangements are in place but more work is needed to ensure they are fully understood.</li> <li>• Standard 10: There is a perception that more work is needed to ensure strategic leaders have a common understanding and approach.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• KCT members need to understand their role better and be clear of what is expected from them.</li> <li>• Greater connectivity needed between KCT and local groups.</li> <li>• A review of membership of all groups is needed.</li> <li>• The need to reduce complexity of KCT structuring subgroups.</li> <li>• Current volume of meetings is unworkable and a full review of membership of all groups is needed.</li> </ul>		
<b>Relevant drivers from Children's Trust Guidance</b>		
<p>The CT guidance sets out detailed requirements for the CT Board which will be a statutory body from April 2010. The overriding purpose of the CT Board is to agree, prepare and monitor the CYPP.</p>		
<b>Supporting actions</b>		<b>Guide Implementation</b>
1.1	Revise the KCT Governance framework to ensure clear accountability, leadership and purpose. Strengthen connections with other major partnerships most notably the Kent Partnership and Kent Safeguarding Children Board.	by March 2010
1.2	Review KCT Board membership to include statutory and recommended non-statutory partners. Ensure partner commitment and understanding through a revised partnership agreement and leadership development programme.	by March 2010 (leadership development by Sept 2010)
1.3	Review the KCT substructure to reduce complexity, maximise flexibility and strengthen accountability.	by March 2010
1.4	Build understanding and commitment to the KCT Strategic Model across children's services and particularly amongst elected members at county and district levels.	by Dec 2010

<b>Key Proposal Two</b>		
<p><b>Re-establish the KCT Executive Group as a strategic commissioning group with devolved responsibility to drive forward improving outcomes on behalf of the KCT Board.</b></p>		
<b>Supporting feedback from the Kent Children’s Trust Review</b>		
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 3: More work is needed to achieve common agreed approaches to commissioning at a strategic level.</li> <li>• Standard 10: Joint commissioning at the strategic level is not being systematically driven by the Children’s Trust.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• There is a need for a strategic county commissioning plan.</li> <li>• There is a lack of decision making at Board level.</li> <li>• Need to make full use of staff and resources to cut costs and avoid duplication.</li> <li>• There is not a systematic approach to commissioning in place.</li> </ul>		
<b>Relevant drivers from Children’s Trust Guidance</b>		
<p>The guidance defines commissioning as ‘the overall process by which all relevant services should be planned, investment decisions agreed, delivery ensured and effectiveness reviewed’.</p> <p>The guidance advises that to keep the Board to a workable size that it should set up subgroups which could be thematic or based on particular groups of children.</p>		
<b>Supporting actions</b>		<b>Guide Implementation</b>
2.1	Review Terms of Reference and membership.	by February 2010
2.2	Introduce monthly meetings focused on decision making and agreement / implementation of CYPP priorities and through joint commissioning plans.	from January 2010
2.3	Revise the KCT performance management framework to ensure the Executive has the information they need to effectively commission.	by March 2010
2.4	Working with the national CSP to provide development opportunities for the Executive group to build knowledge and expertise in joint commissioning arrangements.	by Sept 2010
2.5	Clarify accountability and working arrangements with other groups in the KCT substructure.	by June 2010



<b>Key Proposal Three</b>	
<b>Develop and implement a children’s trust joint commissioning framework at strategic and local levels to ensure effective delivery of the CYPP priorities.</b>	
<b>Supporting feedback from the Kent Children’s Trust Review</b>	
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 1: Common outcomes are not successfully driving commissioning and development for all partners.</li> <li>• Standard 3: More work is needed to achieve common agreed approaches to commissioning at a strategic level.</li> <li>• Standard 7: Work has been done to agree a joint commissioning framework but this is not yet working in practice.</li> <li>• Standard 8: A range of commissioning approaches are taken by different partners but these are not understood or shared.</li> <li>• Standard 10: The focus of commissioning is still unclear.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• Too many single agency decisions.</li> <li>• Improvements are needed to strategic decommissioning arrangements.</li> <li>• Need to improve planning and pooling of budgets (supported by clear guidance).</li> <li>• More integrated working with children and young people needed.</li> <li>• An improved clarity about strategic priorities around commissioning.</li> </ul>	
<b>Relevant drivers from Children’s Trust Guidance</b>	
<p>The guidance identifies different levels of commissioning as follows -</p> <ul style="list-style-type: none"> <li>• Operational - Whole service commissioning by CT partners informed by the CYPP for a local area.</li> <li>• Regional - Collaboration for specialist services and 16-19 education and training.</li> <li>• Locality - A single unit operating as a commissioner, such as multi-agency teams.</li> </ul>	
<b>Supporting actions</b>	<b>Guide Implementation</b>
3.1	Review and re-launch the KCT Strategic Commissioning Framework and related guidance.
3.2	Working through the KCT Executive, develop joint commissioning plans for specific crosscutting priorities in the current CYPP.
3.3	Establish a network of commissioning champions across partner agencies to support and share joint commissioning expertise.
3.4	Working with the CSP provide development opportunities for all those involved in joint commissioning across the Children’s Trust.

## Key Proposal Four

**Reduce the number of LCSP Boards from 23 to 12 to ensure closer alignment with other partner agencies / groups. Strengthen accountability and clarify partnership resources to support the effective operation of the LCSP Boards.**

### Supporting feedback from the Kent Children's Trust Review

#### CSP Standards:

- Standard 8: The focus of local commissioning is unclear and there is insufficient capacity to effectively commission at local levels within the current arrangements.
- Standard 3: There is a perception of inconsistency between local partnerships and the availability of local partner resources.

#### Kent Specific Questions:

- Current volume of meetings is hard to manage for some partner agencies.
- Expertise and skills across different LCSPs are not properly utilised.
- Schools need to be working closer together with LCSPs and KCT.
- Reduce in the number of LCSPs to align with districts.

### Relevant drivers from Children's Trust Guidance

The guidance states that the CT Board must ensure clear arrangements are in place for early intervention and sets out 3 levels of responsibility and organisation.

- Governance and strategic organisation - Accountability
- Operational organisation - Structures for delivery
- Public face of early intervention - How it looks for the child, young person or family.

Supporting actions		Guide Implementation
4.1	Manage the transition from 23 to 12 LCSP Boards and change the name from LCSP Board to Local Children's Trust Partnership.	by April 2010
4.2	Review membership of statutory and non-statutory partners and ensure more strategic and consistent representation from partners.	by April 2010
4.3	Review purpose and Terms of Reference as part of a new local partnership agreement.	by April 2010
4.4	Provide clarity about partnership resources to support the effective operation of the LCSP Board.	by April 2010
4.5	Secure closer alignment with other key partnership groups for example CDRP.	by Dec 2010

<b>Key Proposal Five</b>		
<b>Work towards integrated local delivery teams to support universal and targeted services at the most local level.</b>		
<b>Supporting feedback from the Kent Children’s Trust Review</b>		
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 5: More consultation and participation work is needed locally to better understand the needs of C&amp;YP and families.</li> <li>• Standard 11: There is a sense that some services are ‘rich’ in skills and expertise, while there are significant capacity issues in other areas; more sharing is needed.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• Integrate support services, administration and buildings.</li> <li>• Better engagement and use of voluntary sector in localities.</li> <li>• Barriers to joint appointments and co-location/joint management of staff.</li> <li>• Staff at local levels are unclear about how they fit into the wider KCT arrangements.</li> </ul>		
<b>Relevant drivers from Children’s Trust Guidance</b>		
Every Children’s Trust is required to ensure <u>all</u> partners consistently apply agreed integrated processes to promote integrated working in universal settings.		
<b>Supporting actions</b>		<b>Guide Implementation</b>
5.1	Strengthen and promote integrated processes to ensure swift and easy access to services for vulnerable families / communities.	by Sept 2010
5.2	Ensure partners review local delivery arrangements to promote integration and joined up working where this is appropriate.	by Dec 2010
5.3	Work with the voluntary and community sector to better understand their needs and to strengthen local connections and integrated delivery.	by October 2010
5.4	Maximise co-location opportunities across local children’s services - linking with the Total Place initiative.	By Dec 2010 and ongoing

## Key Proposal Six

**Develop the new CYPP 2011-2013 focused on crosscutting high priorities in areas that will secure improved outcomes across the ECM framework with a particular focus on vulnerable groups and communities.**

NB: The preparation of the new CYPP will extend beyond 2010 however much preparatory work will take place in 2010.

### Supporting feedback from the Kent Children's Trust Review

The main driver for the new CYPP is the ASCL Act and CYPP regulations however this is some relevant feedback from the review to support the actions below.

#### CSP Standards:

- Standard 2: More work is needed to understand the needs within particular groups of the CYPP.
- Standard 2: Outcome priorities in the CYPP are not systematically translated into commissioning plans.

#### Kent Specific Questions:

- Need to identify the underlying cross cutting causes which impact on improving outcomes.
- More engagement is need with vulnerable groups and deprived areas.

### Relevant drivers from Children's Trust Guidance

The new CT guidance sets out specific and detailed requirements for the new CYPP which must be published by April 2011.

Supporting actions		Guide Implementation
6.1	Secure partnership commitment and resources within an agreed approach to develop the new CYPP taking account of the new CYPP requirements in the ASCL Act.	By Jan 2010
6.2	Identify emerging priorities for new CYPP.	by March 2010
6.3	Using the principles of Total Place map partnership resources against the priorities of the new CYPP and explore opportunities for aligned and pooled budgets.	Initial assessment of resources by June 2010
6.4	Ensure extensive consultation across all stakeholders.	June - August 2010
6.5	Working through the Executive develop commissioning plans for each new CYPP priority to ensure effective delivery.	by Sept 2010
6.6	Develop lead partner arrangements for each new CYPP priority. The lead partner would ensure integrated delivery through commissioning plans agreed by the Executive.	by Sept 2010

## Key Proposal Seven

**Strengthen the KCT Communications Strategy to ensure consistent clear messages, to join up strategic and local levels and to ensure children's trust development is clearly understood and recognised.**

### Supporting feedback from the Kent Children's Trust Review

#### CSP Standards:

- Standard 8: Partners and stakeholders need more opportunities to understand the approaches taken by the Children's Trust.
- Standard 9: Information is not systematically maintained and used to inform decision making and market development.
- Standard 4: There is a strong sense of disconnect between strategic and local levels.

#### Kent Specific Questions:

- General communication and information sharing was raised as a real issue.
- Localities and strategic partners are not communicating effectively.
- Communication and sharing of best practice are not shared to allow for understanding of the bigger picture.
- Need to find the balance between too much information and effective information sharing and communication.

### Relevant drivers from Children's Trust Guidance

Every Children's Trust is required to ensure all partners consistently apply agreed integrated processes to promote integrated working in universal settings.

Supporting actions		Guide Implementation
7.1	Establish arrangements that involve all partners, to share learning and good practice across strategic and local levels of the Trust.	by June 2010
7.2	Provide a wide range of opportunities for strategic and local levels of the Trust to communicate and learn from each other.	from March 2010
7.3	Develop a children's trust communications network across and within all partner agencies.	by June 2010
7.4	Review and improve current communication channels including the KCT web pages and newsletter and explore innovative solutions to ensure effective communications.	By June 2010

# Kent Children's Trust Partnership Model

