

By: Joanna Wainwright, Director Commissioning & Partnerships

To: Children, Families & Education - Vulnerable Children and Partnerships Policy Overview and Scrutiny Committee

Date: 31st March 2010

Subject: Kent Children's Trust and Local Partnership Arrangements

Classification: Unrestricted/Exempt

Summary: This paper provides a progress report on the development of the Kent Children's Trust and local partnership arrangements. It also provides an overview of the process for preparing a new Children and Young People's Plan (CYPP) by April 2011.

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) KCC has a lead role to ensure highly effective children's trust arrangements. 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 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. 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, 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. Initial findings from the review were reported to POSC in November 2009 and a final report (Appendix 1) was considered and agreed 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, an re 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, and will be in place by October 2010. 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.

(3) Findings from the recent KCT 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. 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.

(4) A multiagency change team reporting to the KCT Executive has been established to plan and deliver the KCT change for children programme from March 2010 to May 2011. The role of this group would be to;

- drive forward the seven key Change for Children actions during 2010/11
- develop the longer term Change for Children plan
- ensure that changes are actioned and understood in all key partner agencies, and
- manage the CYPP development process (Key Proposal 6) working with other key groups as required.

Developing a new CYPP

4. (1) The CYPP is the agreed joint strategy of partners in the Children's Trust, setting out how partners will cooperate to improve children's well being (the five ECM outcomes). It is not intended to capture all services for children and young people but should be focused on those priorities where partners must work together if they are to improve outcomes.

New statutory guidance on the CYPP will be published in March and all Children's Trust Boards must publish a new plan by April 2011.

(2) Developing a new CYPP provides an excellent opportunity to refocus partnership energy and resources on the areas of highest need for Kent children and families. The KCT review highlighted a number of strengths in the current CYPP and identified areas for improvement to be addressed in the development of the next plan as follows:

- Clarify accountability and improve understanding across all partners and at all levels of the children's trust.
- Ensure outcomes in the CYPP are systematically translated into multi-agency commissioning plans.
- Strengthen joint commissioning arrangements to deliver improvements in line with the CYPP.

- Share more resources across partners to deliver CYPP priorities.

(3) Regular reports on the development of the plan will be provided to Cabinet, POSC and the final plan will be agreed by the County Council.

Links with the CFE Restructure

5. The principles underpinning the CFE restructure are consistent with the KCT proposals set out in the attached report, the ACSL Act 2009 and the DCSF children's trust draft guidance. Although the CFE restructure and the KCT review are distinct processes there are interdependencies including the following:

- The agreement to reduce the number of Local Children's Services Partnership boards from 23 to 12 has informed CFE proposals regarding the role of Local Children's Services Partnership Manager and more widely for the management of locally deployed staff.
- The proposal to develop integrated delivery teams at the most local level is a guiding factor in CFE decisions about locally based CFE staff for example, education welfare officers and family liaison officers. The long term aim is that all KCT partners will review locally based teams to ensure professionals are able to work effectively across service boundaries.

5. Recommendations

Recommendations:

Members of the Vulnerable Children and Partnerships Children, Families and Education Policy Overview and Scrutiny Committee are asked to:

Agree to receive further reports on the introduction of the LCT Boards and the development of the new Children and Young People's Plan.

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Background Documents: None
Other Useful Information: None

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:

- a – Seven key proposals for implementation during 2010.
b – Potential partnership model.

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
- 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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KCT Change for Children Programme

7 Key Proposals
1. Re-establish the KCT Board as the group with responsibility for setting vision, agreeing the CYPP and championing improved outcomes through partnership working. Streamline the KCT substructure and clarify purpose and accountability.
2. 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.
3. Develop and implement a children's trust joint commissioning framework at strategic and local levels to ensure effective delivery of the CYPP priorities.
4. 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.
Work towards integrated local delivery teams to support universal and targeted services at the most local level.
5. 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.
6. 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.

Kent Children's Trust Partnership Model

