

KENT CHILDREN'S TRUST
GOVERNANCE FRAMEWORK

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1 VISION & PURPOSE

1.1 The Vision for children and young people in Kent is:

In Kent's successful communities, achievement exceeds aspiration, diversity is valued and every child and family is supported. Children and young people are positive about their future and are at the heart of joined up service planning. They are:

- Nurtured and encouraged at home
- Inspired and motivated by school
- Safe and secure in the community
- Living healthy and fulfilled lives

[Ref: Kent Children's & Young People's Plan, 2006-2009]

1.2 This means helping children and young people to:

- (a) Be healthy
- (b) To enjoy and achieve
- (c) To stay safe
- (d) To make a positive contribution
- (e) To enjoy economic well-being¹

1.3 The outcomes and priorities for children and young people in Kent are set out in the Children and Young People's Plan (CYPP) 'Positive about our Future'. This plan is a statutory requirement of the Children's Act 2004 and is the single over arching strategic plan for services commissioned and delivered through Kent's children's trust arrangements.

Appendix 1

1.4 The CYPP incorporates the children and young people's block of the Local Area Agreement and the Vision for Kent (Kent's Community Plan) and is agreed by Kent County Council and the Kent Children's Trust .

1.4 The purpose of Kent Children's Trust is:

- (a) To set the strategic direction for the development of integrated commissioning of services for children and young people pre birth to age 19 across the county in line with the Kent CYPP.
- (b) To improve wellbeing and life chances for the most vulnerable children in Kent and to create local contexts where all children can flourish.
- (c) To agree priorities and actions for children's services across Kent and to provide a framework for the effective operation of local arrangements.

1.5 The Kent Children's Trust has agreed three guiding principles to underpin the continued development of children's trust arrangements in Kent:

- (1) A strategic partnership at County level as required by the Children Act 2004 with a key focus on commissioning improved outcomes for children and young people through a local delivery network.
- (2) Presumption in favour of decision making at the most local level that is consistent with excellent performance, (outcomes for children) value for money (quality and infrastructure) and within the strategic framework established by the Kent Children's Trust.
- (3) A focus on preventative and early intervention services for children, young people and families.

2 THE NATURE OF THE PARTNERSHIP

2.1 The Kent Children's Trust has been established to meet the requirements of the Children Act 2004 for whole-system integration.

2.2 The Kent Children's Trust is a sub-group of the Kent Local Strategic Partnership, known as the Kent Partnership. The Kent Partnership membership includes senior representation of the agencies and organisations involved in children's trust arrangements. The relationship between the Kent Children's Trust and the Kent Partnership is part of the integrated governance arrangements.

2.3 The purview of the Kent Children's Trust includes all aspects of the lives of children and young people and some aspects of the lives of adults as they relate to the Every Child Matters framework for improving outcomes.

2.5 Within Kent County Council's risk based classification of partnerships, the Kent Children's Trust is identified as a Major Partnership characterised by:

- (a) The involvement of several services;
- (b) The potential for extensive new ways of working;
- (c) The requirement for elected member involvement;
- (d) The potential to impact on the County Council's organisational strategy, structure and plans;
- (e) The number of partners involved;
- (f) The likely commitment of expenditure from more than one service area;

- (g) The relationship with KCC cabinet; and
- (h) The potential for high impact on outcomes for children if there was partnership failure.

2.6 The implication of this classification is that, for the County Council's purposes, a partnership agreement is required as part of governance arrangements to lower any potential risks to the County Council.

3 LEADERSHIP

3.1 The Children Act 2004 requires local authorities to take the lead in developing fully integrated arrangements for children's services. In areas with two-tier local government, the leadership is with the local authority with responsibility for education and children's social services. The lead local authority is known as the Children's Services Authority.

3.2 The Children's Services Authority is required to appoint a Lead Elected Member (LM) whose portfolio carries the political accountability for the same range of services as the Director of Children's Services (DCS) and a Director of Children's Services accountable for the full range of services for children and young people. The roles and responsibilities of LM and DCS are set out in statutory guidance <http://www.everychildmatters.gov.uk/strategy/guidance/>

3.3 In Kent, Kent County Council is the Children's Services Authority. The Cabinet Member for Children, Families and Educational Standards is the Lead Member and The Managing Director of the Children, Families and Education Directorate (CFE) is the Director of Children's Services. This decision was ratified by KCC Cabinet on 16 October 2006.

3.4 The Kent Children's Trust provides strategic leadership for the entirety of Kent's children's trust arrangements, which includes local operations and partnership working.

4 MEMBERSHIP AND RESPONSIBILITIES

4.1 The Director of Children's Services is required to make arrangements for integrated working between the Children's Services Authority and relevant partners, including those have a duty to co-operate in children's trust arrangements.

4.2 The Children's Act 2004, lists the following partners, as those who have a duty to co-operate:

- (a) District councils within the children's services authority (CSA) area;
- (b) The Police Authority and the chief officer of police;
- (c) The Probation Board;
- (d) The Youth Offending Team;
- (e) The Strategic Health Authority and Primary Care Trusts within the CSA area;
- (f) Service providers under the Learning and Skills legislation;
- (g) The Learning and Skills Council;

4.3 The membership of the Kent Children's Trust has also been extended to include a wide, cross-sector range of partners involved in services to children and young people. The current membership is at Appendix 2.

4.4 All members of the Kent Children's Trust are accountable to the organisations that they represent. Members bring with them to the partnership arena, a range of statutory, policy and professional responsibilities including those statutory duties arising from health and safety and anti-discrimination legislation. Membership of the Kent Children's Trust does not supersede these duties.

4.5 Members of the Kent Children's Trust share accountability for the work of the Trust with the Lead Elected Member and the Director of Children's Services. This means they share management, financial, legal and public accountability for the work of the Trust. In addition, the Nolan Committee principles of public life have been adopted by the Kent Children's Trust as a common framework on which to build shared accountability for the work of the Trust. (Appendix 1).

4.6 All members of the Kent Children's Trust should have a mandate to speak for their agency, organisation or sector. They must be able to participate in the agreement of the strategic direction of the Kent Children's Trust on behalf of their agency, organisation or sector and ensure agreements are reflected in the plans and strategies of participating agencies.

4.7 Member's of the Kent Children's Trust may nominate representatives from their agency, organisation or sector to attend meetings on their behalf but must ensure that any nominee brings with them a comparable ability to represent and act on behalf of the agency, organisation or sector.

5 STRUCTURE

5.1 Children's trust arrangements in Kent comprise:

- (a) The Kent Partnership
- (b) The Kent Children's Trust
- (c) County working groups aligned to the Kent Children's Trust
- (d) Local children's trust delivery arrangements

The Kent Partnership

5.2 The Kent Partnership includes senior representatives of all agencies, organisations and sectors involved in children and young people's services in their broadest sense and forms part of the arrangements for integrated governance. Where bilateral or other arrangements are made regarding pooled resources, additional governance structures may be required under an accompanying legal agreement.

The Kent Children's Trust

5.3 The Kent Children's Trust is the strategic partnership with statutory responsibilities arising from the Children Act 2004 and the wider Every Child Matters agenda. This includes a specific responsibility for the development of the Children and Young People's Plan which has an overall aim to ensure improving outcomes for children, young people and their families.

County Groups aligned to the Kent Children's Trust

5.4 The work of the Kent Children's Trust is supported by a sub-structure of working groups and partnerships. Broadly these can be characterised in three ways:

- (a) Management Boards or steering groups that have a statutory basis and exist independently of the Kent Children's Trust with distinct governance and reporting arrangements e.g. Kent Youth Justice Board, The Connexions Partnership.
- (b) Groups established to manage or promote improved outcomes for particular groups of children and young people or to improve a specified outcome e.g. Teenage Pregnancy strategy group, Looked After Children steering group. Some of these groups predate the establishment of the Kent Children's Trust.
- (c) Implementation groups that relate directly to the development of children's trust arrangements in Kent e.g. The Children and Young People's Plan implementation group, The Children's Trust Pathfinder Reference Group.

5.5 The Kent Children's Trust will ensure that the sub-structure is fit for purpose and aligned to the overall aims of the Kent Children's Trust

Locality Arrangements.

5.6 The Kent Children's Trust will secure improved outcomes by working through a network of local children's trust arrangements. Local arrangements will focus on the needs of local communities and will ensure effective integrated working across children's services in that area.

Local children's trust arrangements will implement the priorities of the Kent Children's Trust through the preparation of a local children and young people's plan to be approved by the Kent Children's Trust. The Kent CYPP and local CYPPs will form part of the KCC planning framework.

Local partnerships of professional officers will guide local operations within the strategic framework established by the Kent Children's Trust.

6 NEEDS, PRIORITIES AND DATA ANALYSIS

6. Priorities for Kent children will be established at county and local levels through the effective use of multi-agency data sources about children's health, learning, safety, wellbeing and life chances. The Integrated Commissioning Framework will ensure that planning and decisions are evidence based and services are effectively monitored and reviewed. Partners of the Kent Children's Trust are committed to sharing data to enable effective integrated planning and commissioning.

7 PARTICIPATION

7. The Kent Children's Trust has identified standards for the effective participation of children, young people, parents and carers. These standards will be implemented and monitored through the Integrated Commissioning Framework. Local arrangements have a key role in promoting the participation of children, young people, parents and carers and the broader community in the planning and delivery of children's services.

8 PARTNERSHIP AGREEMENT

8. There will be a signed agreement on behalf of all partners which will include operational protocols for the Kent Children's Trust for example, composition and frequency of meetings. The partnership agreement will form part of this Governance Framework.

9 SCRUTINY ARRANGEMENTS

9. KCC will provide, through elected member arrangements a scrutiny function at both County and local levels

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Nolan Committee's Seven Principles of Public Life

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Appendix 1

Holders of public office should promote and support these principles by leadership and example.

Kent Children's Trust Membership

Name and Job Title	Agency
Badman, Graham Chair of Kent Children's Trust Managing Director Children, Families & Education	KCC, CFE
Wells, Chris Cabinet Member for Children, Families & Educational Standards CFE Lead Member for Children's Trust Arrangements Represented at KCT by Mark Dance <i>see below</i>	KCC, CFE
Venner, Rt. Rev. Stephen Vice Chair of Kent Children's Trust, The Bishop of Canterbury	Faith Groups
Dance, Mark Cabinet Member for Operations, Resources & Skills CFE	KCC, CFE
Anderson, Bill Director: Children's Social Services	KCC, CFE
Andrews, Sarah Director of Nursing, Eastern & Coastal Kent PCT	Health
Barham, Alan Headteacher at Sittingbourne Community College	Schools
Bennet, Sam Kent CAN	Further and Higher Education
Bernard, Gordon Chief Executive, Connexions	Connexions
Blandford, Prof. Sonia Dean of Education, CCUC	Further and Higher Education
Clout, Barry Executive Officer, Kent CAN	Further and Higher Education
Craig, Dr Ian Director: Operations	KCC, CFE
Cuff, Derek Operations Manager	Kent Police MADAG
Davies, Lesley Area Director, LSC	LSC
Gooding, Roland Headteacher at Valence School	Schools
Hodges, Marilyn Director: Strategy, Policy & Performance	KCC, CFE
Honey, Amanda Managing Director, Communities	KCC, CYM
Hughes, David Chief Executive, Tonbridge & Malling Borough Council	District Councils
James, Hillary Chief Officer, National Probation Service	Probation
Kersting-Woods, Alexa	Kent Fire &

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Education Manager, Kent Fire & Rescue	Rescue Service
Marsh, Rob Kent CAN	Further & Higher Education
Mills, Oliver Managing Director, Adult Social Services	KCC, CYM
Minter, Trevor Director: Kent Partnership	KCC, CED
Molloy, John Chief Superintendent, Kent Police	Kent Police
Murrells, Richard Director: Children's Health	KCC, CFE
Park, Ian Community Development Social Inclusion Manager, Maidstone District Council	District Councils
Parsons, Carol Director: Standards & Achievement	KCC, CFE
Peachey, Meradin Director: Public Health	KCC, CED
Pye, Jay Headteacher at Loose Junior School	Schools
Samuel, Richard Chief Executive, Thanet District Council	District Councils
Slaven, Angela Director: Youth Offending & Substance Misuse	KCC, CYM
TBC Early Years Representative	TBC
Thomas, Jenny Director: Strategy/Corporate Governance, West Kent PCT	Health
Wainwright, Joanna Director: Commissioning (Specialist Services)	KCC, CFE
Woolley, Rob Director: Kent Children's Fund	KCC, CFE

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Membership details, dates of meetings, agendas and papers are posted on the KCT web pages:

<http://www.clusterweb.org.uk/children/childrenstrust.cfm>