Creating stronger links between the centre and the local level

Proposals regarding the Children and Young People’s Commissioning Board’s Local Partnership arrangements consultation document
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All images posed by models
Foreword

Dear Colleague

The changing environment at both national and local level means we have had to focus on some key priority areas and review the target areas we set 18 months ago via the old Kent Children’s Trust arrangements. Our vision is that all children and young people in Kent, including those most disadvantaged, will be enabled and supported to reach their full potential as citizens and parents of the future. We have the highest aspirations for our children and young people and want them to grow up safe, healthy, well educated and employable.

Significant changes have occurred within KCC in the past nine months and we need to reflect these changes in how we develop and use our local relationships. The formation of the new Children and Young People’s Joint Commissioning Board late last year has seen fresh enthusiasm and commitment at a county level which we hope to translate to district based partnership arrangements.

We have attended a number of Local Children’s Trust Board meetings over the past six months and have been heartened at the levels of commitment and engagement, particularly in such a massive period of change for many involved. KCC values the local knowledge and commitment that Local Children’s Trust Boards provide. These proposals will strengthen local arrangements and ensure, together, we can deliver on behalf of the children and young people of Kent.

We are committed to local decision making and we are confident that following this consultation, and by working together we will have robust local arrangements with all of the key partners to enable the achievement of positive outcomes in the years ahead.

Kind Regards

Jenny Whittle
Cabinet Member
Specialist Children’s Services

Mike Whiting
Cabinet Member
Education, Learning and Skills

Mike Hill
Cabinet Member
Customer and Communities
Introduction

Our vision is that in Kent all children and young people, including the most disadvantaged, will be enabled and supported to reach their full potential as citizens and parents of the future. We have the highest aspirations for children and young people and want them to grow up safe, healthy and happy. We want them to enjoy and benefit from educational and social opportunities that maximise their skills and develop their abilities so that they can realise their ambitions in terms of employment opportunities and general life chances.

Healthy families in all their various shapes and guises are where children are best nurtured and developed. They are also the foundation upon which strong and healthy communities are built, and our aim is to support the family as the main contributor to a child’s safety, health and wellbeing, putting families and children at the centre of communities. We will continue to develop early intervention to help and support vulnerable families by better coordinating, aligning and integrating the support that the various agencies provide – ensuring that public services and their partners speak with “one voice”.

The changing landscape, specifically within health, social care and education, creates opportunities for shaping local commissioning and provision of services for children and young people. We believe that stronger partnership working and integrated services will ensure best value for money and seamless services for children and young people.

The recently established Children and Young People’s Joint Commissioning Board replaced the Kent Children’s Trust Board as the strategic partnership body whose principle function is to improve outcomes for children and young people, pre birth to 19 years (24 for LAC and disabled young people), through the effective commissioning of services in partnership with key agencies. This includes ensuring resources are prioritised according to need and where they achieve the most impact. Services will be commissioned to support the achievement of outcomes set out in a number of key strategies where the Joint Commissioning Board has oversight of delivery. Some of these strategies and programmes are already in place and being implemented and some are in development. Key strategies of particular relevance to the work of the Joint Commissioning Board are: the Early Intervention and Prevention Strategy, the Healthy Child Programme, the Special Education Needs Strategy, the strategy for Disabled Children Young People and their Families and Carers, the Adolescent Strategy.

This document sets out the case for more integrated local commissioning of services to achieve better outcomes for children and young people and considers what the local delivery mechanism for the Children and Young People’s Joint Commissioning Board should look like and what its focus should be.

It is essential to have in place local cooperation arrangements that facilitate integrated working, planning and service delivery, with a focus on improving education, health and social outcomes. Local partners have a role in identifying local priorities and the commissioning of services to deliver on those priorities.

Identifying, planning and commissioning services for young people within a geographical area cannot be done efficiently and effectively by any one agency working alone: it is the schools, midwives, health visitors and health commissioners and providers, social workers, children’s centre staff, police, housing groups, and a range of other professionals and volunteers supporting children and young people working together that will deliver the best outcomes for them.
All of our universal services - schools, health, children’s centres, youth services, housing - have a strongly preventative element to their work, this means that all children’s services front-line staff are potentially involved in early intervention and preventative work. The future health and wellbeing of our young people depends on a society that is well educated and engaged. Getting the right packages of help, at all ages, can improve an individual’s life chances, so it is paramount that educationalists, health staff, youth workers and other professionals, are at the centre of local decision-making.

We want to see services that are built on the pooling, alignment or integration of resources locally that can achieve value for money, and, importantly, avoid gaps and duplication in services by working with partners who are involved in identifying particular local needs and directly delivering and managing front-line services.

This work will not be complete without listening to, and acting upon, the views of children and young people. The Children and Young People’s Joint Commissioning Board is keen to engage you to help shape the final proposals which will serve as the basis of the new structure of local partnership arrangements, whose principal aim is to work together to deliver the best outcomes for children and young people.

We would like to have your views about the key proposals set out in the document by sending us your responses to the questions at the end of the document.
The case for the proposals

The need for strong local partnership and integrated working between public agencies and non statutory partners to deliver better outcomes for all children and young people, particularly those who are most vulnerable depends on:

• The full engagement of key players locally such as head teachers to best deliver the local agenda.

• Effective leadership at the local level to drive partnership working that makes a difference at a time when resources are more scarce.

• Ensuring that services are better monitored, to improve commissioning processes, and agencies are held to account and to achieve better results for children and young people.

• Creating a much better connection between the front line and the centre, so that key decision makers are closely connected and have a clear view of the realities of frontline service delivery and service users.

• Parents and carers feeling empowered to support their families and reduce their dependence on public services.

One key test to judge the proposals against

Whether the outcomes for children and young people have improved, by taking the following into account:

• How well local partners are engaged in driving better outcomes for children and young people.

• How well local partners work together to protect vulnerable children and young people.

• How resources from public agencies are effectively pooled and aligned around local priorities.

• How performance data and benchmarking against other local partnerships is used to deliver improvement in services.
The proposals are based on the following set of guiding principles:

**Future approach and governance**

The local partnership is mandated by the Children and Young People’s Joint Commissioning Board and it is established as one of its formal subgroups. The partnership will operate in a way that is consistent with the strategy and priorities of the Children and Young People’s Joint Commissioning Board. The Chair will link in with the Locality Board where there is one or the Local Member Forum to ensure programmes are properly aligned and reported.

**The main purpose of local commissioning is to improve outcomes for children and young people**

Contribute to improved outcomes for children and young people by influencing the allocation and use of local resources (e.g. pooled budgets and aligned resources) and local commissioning by schools, health, communities, social care and others to:

- promote the health and wellbeing of all children and young people
- raise the educational achievement of all children and young people
- keep all children and young people safe.

**Informed by the views and experiences of children and young people and their families in the area**

The need for a thorough understanding of these views and experiences to be able to make a real and lasting difference to their lives.

**Focus on delivery of early intervention, prevention and seamless services**

The continuum of need from prevention to child safeguarding underpins the commitment to work collaboratively. Preventative work must be well-informed by safeguarding issues and develop and maintain co-operation and communication across partner agencies at a district level and establish clarity with existing key groups.

**Clarity of the boundaries and complementary roles with the District Child Protection Partnerships**

There is a clear need to define the roles and responsibilities of the plethora of local partnerships to ensure there is minimum duplication and maximum connectivity. The continuum from prevention to intervention underpins the commitment to work collaboratively, agency to agency and partnership to partnership. We aim to align local groups where it makes sense.

**A local delivery and performance management**

Local partners will develop strategies and plans to address key county and specific local priorities. The Children and Young People’s Joint Commissioning Board core performance
measures will be used to monitor progress and which facilitates benchmarking and continuous improvement in outcomes for children and young people. An annual report to the Children and Young People’s Joint Commissioning Board and the Locality Board or Local elected Member Forum will be produced.

Improved partnership arrangements

Local partners are best placed to understand their local context and the needs of the most disadvantaged and vulnerable children and young people.

• The local partners have a clear direction and expectations of its members.

• Individual partners represented on the group are responsible for delivering their own functions and responsibilities, understand their role within the partnership and represent their organisation with authority.

• The local partners measure whether they are making a difference and, if not, to identify the actions needed to do so.

• The local partners provide local data to underpin needs assessments and monitoring of the effectiveness of services.

• The local partners will be supported to review and make sense of needs assessments, evaluation and research findings, strategies and plans to develop a shared understanding of the needs of children and young people.

• The local partners will engage the emerging NHS Clinical Commissioning Groups and the developing local schools collaborative arrangements.
Commissioning services: the role of local partnerships

Commissioning is characterised by a cycle of actions made up of the following key elements: analysis of needs, planning services to meet those needs (including refocusing existing services, or doing things differently), procuring and contracting services, and finally, reviewing effectiveness of what is commissioned.

The local partners will be responsive to local and changing needs, listen to the voices of children and young people and input into county needs analyses and strategies using their local knowledge and intelligence to inform commissioning.

The local partners will jointly plan and influence the way the resources of each partner are used to collectively achieve its objectives.

The local partners will scrutinise and challenge the effectiveness of local services and feed this information back to the Children and Young People’s Joint Commissioning Board.

Local partners will make in-kind and financial contributions of resources to commission services to meet the local needs identified.

Governance arrangements

Proposals regarding the future approach and governance

A clear sense of purpose, reporting lines, remit and relationship with other local groups are essential in order to progress improving outcomes.

The new arrangements are built on the principle of localism, empowering local partners to tackle key local issues as part of their role.

Mandated by the Children and Young People’s Joint Commissioning Board, the local partnership group also falls within the broader sphere of the Locality Boards, where they exist.

A system of core representation will be in place to enable the local partners to have a voice at the Children and Young People’s Joint Commissioning Board, and on its sub groups.

Clear protocols are in place to govern the relationship of the local partners with other local groups.
Proposals regarding the Children and Young People’s Joint Commissioning Board’s Local Partnership arrangements

1. Clear purpose
Supporting the improvement of outcomes for all children and young people, whereby all of the activity of the local arrangements is focused on improving outcomes in the district. Narrowing the gap, keeping children safe and improving health and wellbeing.

2. Improved understanding
Excellent understanding of the continuum of need from universal access to targeted intervention and a thorough knowledge of the resources available within the district and how they are deployed.

3. Taking Action
A shared plan for meeting the priorities is agreed by all partners. Local agencies are fully engaged in delivering the agreed action plan, pooling or aligning resources around strategic and local priorities.

4. Performance
Using the locally agreed scorecard to review and track progress of how the cooperative arrangements are working. Confidence in service information to help identify good practice and enables benchmarking against best performing areas as means for delivering improvement in services.

What good looks like
The Children and Young People’s Joint Commissioning Board Governance Structure

Kent County Council, KCC Cabinet, KCC Sub Committee, Cabinet Committee

Kent Safeguarding Children Board

Children and Young People’s Joint Commissioning Board

Children’s Services

Kent Safeguarding Children Board

Local Boards

CC District Advisory Group

Teenage Pregnancy

Local Impact

Locality Boards

Local

Sub Groups

Joint Commissioning Board Local Partnerships

Joint Commissioning Board

District Child Protection Partnership x12

Early Intervention and prevention

Children and Young People with complex needs

Children and Young People living away from home

Emotional health and wellbeing

Joint Commissioning Board Local Partnerships

x9
How the new local partnership arrangements will work

The terms of reference and the core make up of the local partnership will be agreed by the Children and Young People’s Joint Commissioning Board.

Joint Commissioning Board Local Partnership - Draft Terms of Reference.

Purpose of the Joint Commissioning Board Local Partnership
The purpose of Joint Commissioning Board Local Partnership is to support the County Children and Young People’s Joint Commissioning Board to make a difference to outcomes for all children and young people in the district. By focussing on the following outcomes:

• promote the health and wellbeing of all children and young people
• raise the educational achievement of all children and young people
• keep all children and young people safe

The Joint Commissioning Board Local Partnership will fulfil its purpose by making the outcomes of children and young people paramount in its work and it will identify good practice through benchmarking within and between districts through regular network meetings.

Function of the Joint Commissioning Board Local Partnership
• Use evidence and systematically understand the continuum of need for children and young people in the district.
• Establish a thorough knowledge of the total partnership resources available in the district and influence how these are used to support improved outcomes for children and young people.
• Analyse information to inform local top priorities and feed strategic issues to the Children and Young People’s Joint Commissioning Board.
• Lead an effective participation and engagement strategy across the district to ensure the views of children and young people are heard and used to inform service development and delivery.
• Attract external funding where possible to meet local needs.
• Develop a locally agreed implementation plan that includes the core priorities of the Children and Young People’s Joint Commissioning Board and Locality Board.
• Pool or align resources of key partners around local top priorities.
• Engage all key partners in delivering the agreed implementation plan.
• Monitor the progress of the implementation plan on a regular basis and manage any issues or barriers to progress.
• Track improvement in outcomes regarding narrowing the gap in educational achievement and promoting the health and wellbeing of children and young people.

Membership
The role of the Chair is to ensure that the Joint Commissioning Board Local Partnership effectively fulfils its purpose and function. This may include calling partner agencies to account and ensure that links with other relevant bodies are effective in pursuit of the overarching purpose of the Joint Commissioning Board Local Partnership. The members of the Joint Commissioning Board Local Partnership are best placed to elect the Chair from within their own membership.

Core membership of the Joint Commissioning Board Local Partnership will comprise representatives of the following organisations:

• District Council
Proposals regarding the Children and Young People’s Joint Commissioning Board’s Local Partnership arrangements

• Housing
• Kent Police
• Health Service (Clinical Commissioning Group)
• Voluntary and Community Sector
• Social Care
• Youth Services
• Schools

Other members may be co-opted as necessary.

**Frequency of meetings and administration support arrangements**
The Joint Commissioning Board Local Partnership will meet six times a year.

The meeting will be quorate when five of the core members are present. Key decisions should only be taken when the meeting is quorate.

Agenda and supporting papers will be circulated at least one week in advance of the meeting.

Minutes will be agreed by the Chair and circulated about two weeks after the meeting.

The administration support arrangements to the Joint Commissioning Board Local Partnership will be defined by the Children and Young People’s Joint Commissioning Board.

**Accountability**
The Joint Commissioning Board Local Partnership will provide an annual report to the Children and Young People’s Joint Commissioning Board. This will include progress on local implementation plan and how well local partnership arrangements work together in making a general contribution towards the priorities of the Children and Young People’s Joint Commissioning Board.

The Joint Commissioning Board Local Partnerships will provide quarterly reports to Children and Young People’s Joint Commissioning Board on progress on local actions.

The Joint Commissioning Board Local Partnership will report issues which they have not been able to tackle locally to the Children and Young People’s Joint Commissioning Board at regular meetings and through the annual report.

An escalation process will be established as part of the proactive communication to inform local partners and the Children and Young People’s Joint Commissioning Board of potential problems. The escalation process will serve as an ‘early warning system’ and it will identify the roles and responsibilities of key stakeholders and specified timescales.

The Children and Young People’s Joint Commissioning Board will review the progress of the Joint Commissioning Board Local Partnership in supporting the delivering of improved outcomes.

The Children and Young People’s Joint Commissioning Board will determine when meetings of the Joint Commissioning Board Local Partnership Chairs (or their representatives) and the Chair of the Children and Young People’s Joint Commissioning Board (or representative) will take place.

**Review**
These terms of reference will be reviewed by the Children and Young People’s Joint Commissioning Board in November 2013.
## Core performance measures

### Proposed Core Performance indicators

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<th>Indicators</th>
<th>Polarity</th>
<th>Data Period</th>
<th>Latest Result and RAG Status</th>
<th>Num</th>
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<th>Direction of Travel (DoT)</th>
<th>Previously reported result</th>
<th>Target for 12/13</th>
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<td>Are we achieving good outcomes?</td>
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<td>Promote the health and wellbeing of all children and young people</td>
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<td>Percentage of current Child Protection plans lasting 18 months or more</td>
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<td>Obesity of primary school children in Year 6</td>
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<td>Raise the educational achievement of all children and young people</td>
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<td>Percentage of pupils at Key Stage 2 achieving L4+ in English &amp; mathematics – free school meal achievement gap</td>
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<td>Percentage of pupils at Key Stage 4 achieving 5+ A*-C including GCSE English &amp; mathematics - free school meal achievement gap</td>
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<td>Percentage of 16-18 year olds not in education, employment or training (NEET)</td>
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<td>Keep all children and young people safe</td>
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<td>Number of initial assessments per 10,000 of pop under 18</td>
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<td>Percentage of children becoming the subject of a Child Protection plan for a second or subsequent time</td>
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<td>First time entrants to the Youth justice system aged 10-17</td>
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<td>A regular quality assurance audit by the following agencies, children's social care, children health services, police and schools.</td>
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## Performance summary
We welcome your views on the following consultations questions. You can respond by completing the online form at www.kent.gov.uk/jcbconsultation. Or you can fill in the form below and send your response to the address at the end of the document.

**Question 1:** Do you think the information about making partnerships count on page 7 sets out the most important principles? If not, do you have any suggestions that might improve this?

☐ Yes  ☐ No  ☐ Not sure

Comments:

**Question 2:** Are the proposed partnership arrangements on page 8 sufficiently flexible to enable local groups to determine how they work together to support improvements in outcomes for children and young people? If not, how could the proposals be strengthened to achieve this?

☐ Yes  ☐ No  ☐ Not sure

Comments:
Question 3: Do you agree or disagree with the proposals about commissioning on page 9? If not, how could the proposals be amended?

☐ Yes  ☐ No  ☐ Not sure

Comments

Question 4: Do you agree or disagree with the information about what good looks like on page 10? If not, how could the information be improved?

☐ Yes  ☐ No  ☐ Not sure

Comments
Question 5: Do you agree or disagree with the draft terms of reference on page 12? If not, what changes do you suggest?

☐ Yes  ☐ No  ☐ Not sure

Comments

Question 6: Do you agree or disagree with the information about the governance arrangements? If not, what changes do you suggest?

☐ Yes  ☐ No  ☐ Not sure

Comments
Question 7: These proposals indicate a strategic change. Do you agree or disagree with the proposed new name of “Local Children's Board”, if not, what name do you suggest?

Question 8: Should the Chair of the Joint Commissioning Board Local Partnership be elected from within the membership or should there be an independent Chair?

☐ Elected from within the membership ☐ Independent Chair

Comments
Question 9: Do you agree or disagree that it is important to be clear about the kind of support that the Joint Commissioning Board Local Partnership will need in order for it to work effectively?

☐ Yes  ☐ No  ☐ Not sure

Comments

Question 10: Do you have any suggestions or comments about the kind of support that the Joint Commissioning Partnership will need?

☐ Yes  ☐ No  ☐ Not sure

Comments

Question 11: Looking at the proposed role of the Joint Commissioning Board Local Partnership described in this document, do you think it should be joined with the District Child Protection Partnerships?

☐ Yes  ☐ No  ☐ Not sure

Comments
Any other comments

Do you have any other comments on the proposals, in particular any further suggestions about how it could be improved

We have completed an Equality Impact Assessment to see if proposed changes could affect anyone unfairly. We would welcome your views on the assumptions we have made in that assessment and the conclusions we have drawn. The Equality Impact Assessment can be found on the website and it will be sent to you upon request.

You can respond by completing the questionnaire online at www.kent.gov.uk/jcbconsultation

Please send written responses to Amy Taylor, Administrative Assistant, Joint Commissioning Board Consultation, Families and Social Care Room 2.12, Kent County Council, Sessions House County Hall, County Road, Maidstone, Kent ME14 1XQ by 29 October.

Send by e-mail to: jcbconsultation@kent.gov.uk

The deadline for response to the consultation is 29 October 2012.

Thank you for taking the time to respond to this consultation.

Next Steps

At the end of the consultation the Children and Young People’s Joint Commissioning Board will consider a report on the comments and feedback on the key proposals and its final decision on the what local delivery mechanism for the Children and Young People’s Joint Commissioning Board should look like and what its focus should be. The final decision will be communicated to all stakeholders.