

Kent Children's Trust

Local Children's Services Partnership



MODEL PARTNERSHIP AGREEMENT

DRAFT FOR CONSULTATION

JUNE 08



LOCAL CHILDREN'S SERVICES PARTNERSHIP (LCSP)

MODEL PARTNERSHIP AGREEMENT

1. Introduction

- 1.1 This agreement forms part of the Governance Framework for the Kent Children's Trust and LCSPs. It sets out the membership, functions and operational protocols.
- 1.2 The Kent Children's Trust is referred to as KCT or "the Trust" throughout this document and Local Children's Services Partnerships are referred to as LCSPs.

2. Purpose of KCT

- 2.1 To improve wellbeing and life chances for the most vulnerable children in Kent and to create local contexts where all children can flourish.
- 2.2 To agree priorities and actions for children's services across Kent ensuring safeguarding underpins all activity and to provide a framework for the effective operation of local arrangements.
- 2.3 To monitor and evaluate performance against priorities to inform future planning and commissioning.
- 2.3 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.

3. Core Purpose of the LCSP

The LCSP will lead the delivery of improved ECM outcomes for children, young people and their families, as agreed with the KCT, through effective integrated planning and commissioning across children's services in the locality. (See also section 7).

4. Governance arrangements for KCT and LCSPs

- 4.1 The Kent Children's Trust has been established to meet the requirements of the Children Act 2004 for whole-system integration. LCSPs form the operational arm of the KCT and operate within the governance framework identified below and the strategic framework established through the Kent Children and Young People's Plan.
- 4.2 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. As part of the governance arrangements LCSPs will ensure effective working relations with the Local Strategic Partnerships operated through the District Councils.

The full KCT Governance Framework can be accessed at:
http://www.clusterweb.org.uk/Children/kct_draftframework.cfm

- 4.3 The KCT and LCSP arrangements 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.

Definition of children under the Act:

- All persons aged 0-18
- Persons over the age of 19 who are receiving services under sections 23C to 24D of the Children Act 1989 (c. 41);
- Persons over the age of 19 but under the age of 25 who have a learning difficulty, within the meaning of section 13 of the Learning and Skills Act 2000, and are receiving services under that Act.

5. Leadership

- 5.1 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 (CSA). Through the Children Act 2004 (section 10) particular agencies and organisations have a duty to co-operate to improve outcomes for children and young people. As the CSA the LA has a lead role to ensure that services comply with this duty and that arrangements for integrated planning and working are effective.
- 5.2 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/>
- 5.3 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.
- 5.4 The Kent Children's Trust provides strategic leadership for the entirety of Kent's children's trust arrangements. LCSPs will respond to the particular issues of local children, young people and their families by developing a Local Children and Young People's Plan (LCYPP) within the strategic framework of the Kent CYPP. The KCT will agree the local plans and support their implementation through effective performance management arrangements.

6. Accountability and Performance Management

- 6.1 Each agency represented on the LCSP retain their own existing lines of accountability for their services. The LCSP does not have the power to direct other organisations. However, it will bring concerns to the attention of the agency concerned and if necessary report its concerns to the KCT who may also involve the appropriate government department.
- 6.2 Partners agree to share and review key information to support robust performance management arrangements within an agreed framework and cycle of monitoring and review. The LCSP will agree actions to address areas of concern for local children and young people and commission integrated services as appropriate.
- 6.3 Partners will hold each other to account in the implementation of the LCYPP to ensure improved outcomes across ECM framework.

7. Statement of Values and declaration of interest

- 7.1 The welfare and development of the child is central to the work of the LCSP and all policies, procedures and service provision will incorporate principles of equal opportunities and facilitate the involvement of children and families wherever possible.
- 7.2 All LCSP Board members should declare any interest they may have in anything under discussion and leave the meeting if asked by the chair. This would not normally include interests of a strategic or general professional nature that would contribute to and enrich partnership work. However it would include, for example, a discussion of business or employment opportunities affecting the individual or his/her close family, or any other matters where there is any potential for personal gain. In these situations members would be expected to leave the meeting. The rule is, 'when in doubt declare openly and immediately'.
- 7.3 In addition, the KCT and LCSPs have adopted the Nolan Committee's principles of public life. All members and partner agencies will have regard to these principles in relation to LCSP business.

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

8 Terms of Reference

Core Purpose:	
The LCSP will lead the delivery of improved ECM outcomes for children, young people and their families, as agreed with the KCT, through effective integrated planning and commissioning across children's services in the locality.	
It will fulfill this core purpose by:	
1.	Implementing the Kent Children's Trust vision locally and securing partnership commitment to improve well being and life chances for local CYP within the context of the Kent CYPP.
2.	Establishing a shared understanding of the needs of local CYP, their families and communities through effective needs analysis, making best use of national, county and local data and information.
3.	Championing the wellbeing of all CYP and working with the local Kent Safeguarding Children Board (KSCB) to keep children and young people safe from harm.
4.	Agreeing and driving forward the implementation of priorities in the Local Children and Young People's Plan (LCYPP). This will include determining strategies for delivery, detailed implementation planning, clarity on intended results and effective joint working across services and related partnerships.
5.	Engaging directly with CYP, families and the wider community to ensure their full participation and involvement in identifying issues and developing and improving services and provision.
6.	Promoting a culture of integrated working across professional boundaries and partnerships with an emphasis on early identification and intervention. This will include ensuring effective operation of integrated processes and systems - CAF, Lead Professional function, ContactPoint.
7.	Ensuring effective performance management of the LCYPP and taking action where necessary to maintain focus and manage risk.
8.	Overseeing the management of contracting and procurement activities arising from the LCYPP, ensuring these are in line with KCC and partnership guidance and regulations.
9.	Directing the use of mainstream and additional funds to improve outcomes for CYP and provide value for money.
10.	Promoting strategies for local community cohesion and economic regeneration working closely with the LSP and other local partnerships as appropriate.

9. Membership of the LCSP Board

9.1 **Membership criteria** - agency representatives must have a strategic role within their agency at the local level, and be of a seniority to enable them to:

- speak for their agency with authority;
- commit their agency on service development and practice matters;
- influence the development of their agency's practices;
- ensure that children's needs are represented in agency decision-making regarding resources; and
- contribute to the development of robust and effective monitoring and performance functions.

9.2 **Responsibilities of LCSP Board Members** - representatives on LCSP Board will be required to sign a Local Partner Agency Agreement outlining roles and responsibilities. Members will commit to attending a minimum of 3 out of 4 meetings of KCT in a year (April to March).

9.3 LCSP Board Membership

CORE MEMBERSHIP:	NOTES:
EDUCATION: <ul style="list-style-type: none"> • Early Years setting • Headteacher from Primary, Secondary and Special phases • FE provider or representative from 14 - 19 sector 	Representatives need to provide a link to: School partnership forums 14-19 local planning forum Children's centres and Early Years providers
DISTRICT COUNCIL OFFICER	Representative needs to provide a link to the Local Strategic Partnership
CHILDREN'S SOCIAL SERVICES	District Social Services Manager or representative
HEALTH	Children's health locality commissioning manager Link to GP practice based cluster
YOUTH OFFENDING/YOUTH SERVICE	Representative to be agreed by the KCC Communities Directorate
POLICE	Inspector rank Representative needs to provide a link to local CDRP
Voluntary and Community Sector	To act as a representative of the sector rather than one agency

- The first meeting should be convened and opened by LCSP Manager: Chairs should be elected from September 2008 and can be drawn from any membership category.
- Area Education Officers may attend as the Director of Children's Services Representative
- LCSP Managers are executive members of the Board, but without voting rights.
- Agencies will ensure continuity of representation as far as possible. Changes in representation will be agreed with the Chair and LCSP Manager.

An up to date membership list will be maintained by and made available by the Local Children Services Partnership Manager.

10. Meeting Arrangements

- 10.1 The LCSP Board will meet once every two months or more frequently if required. The LCSP Manager will ensure meetings are well organised and accurately recorded.
- 10.2 **Chairing** – the Chair will be elected annually and can be drawn from any membership category. The Chair will be supported by a Vice Chair, who should not be from the same agency as the Chair, and will work closely with the LCSP Manager.
- 10.3 A Vice-chairperson will be appointed from amongst core members who are not KCC employees. The Vice-chairperson will deputise for the Chairperson when the latter is unavailable or by previous arrangement.
- 10.4 **Quorum** – The LCSP Board will be quorate if five of the following organisations are present:
- Chair or Vice Chair
 - Education
 - Police
 - Youth Offending Service/ Youth Service
 - Health
 - District Council Officer
 - Voluntary and Community Sector
- 10.5 Representatives of other agencies or specialists may be invited to attend meetings of the LCSP Board for relevant items of discussion.

11. Decision-making

- 11.1 Consultation will be built into the development of the LCYPP and must include consultation with children, young people, parents and/or carers. Where ever possible early draft strategies will have been widely circulated for comment by stakeholders before being agreed by the LCSP Board.
- 11.2 If, following full debate, the Chair feels that the LCSP Board cannot come to an acceptable decision then he/she would normally postpone a decision while further information is obtained and to allow further consideration by stakeholders and partners.
- 11.3 The LCSP Board will endeavour to reach agreement through compromise, consensus and if necessary voting. In the event of a tied vote the Chair may use his/her casting vote.

12. Finance

- 12.1 The KCT and LCSP will influence the way in which mainstream funding is used in order to improve outcomes for children, families and young people. This will include making plans for the integration and alignment of budgets including, where appropriate, preparation for Sections 10 or 31 budget pooling agreements, or provisions in subsequent legislation.
- 12.2 The KCT and LCSP will influence the way in which mandatory and pooled funds such as CAMHS, KDAAT and YOT are allocated in order to improve outcomes for children, families and young people.
- 12.3 KCT will allocate pooled and other funds to LCSPs, as they become available in order to improve outcomes for children, families and young people.

- 12.4 The LCSP may advise the realignment of resources and decommissioning of services where there is evidence that services are not contributing to the improvement of outcomes for children, families and young people, so that they can be discontinued and the resources reallocated.
- 12.5 The LCSP will influence the use of mainstream and additional funds and seek external funding where appropriate.

13. Links and Reporting with Other Local Partnerships and Forums

- 13.1 In order to carry out its responsibilities satisfactorily the LCSP will also ensure that there are appropriate links and reporting to other local partnerships and forums. The LCSP Manager will maintain a local partnership register and support the LCSP Board in making effective links.

14. LCSP Substructure and Working Groups

- 14.1 The LCSP will ensure a streamlined substructure to enable it to achieve its core purpose and TOR. Wherever possible the LCSP will work through existing local partnership groups for example, the teenage pregnancy Local Implementation Group, to avoid duplication and fragmentation.
- 14.2 Working Groups may be established to support the LCSP in undertaking its responsibilities and reporting will be managed by the LCSP Manager. Every effort will be made to ensure effective communication between all partnership groups within the LCSP.

15. Review of the Partnership Agreement

- 15.1 The LCSP Partnership Agreement and membership, will be subject to an annual review to ensure that it continues to be fit for purpose.

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LCSP Model Partner Agency Agreement

I agree to participate in accordance with the KCT Partnership Agreement and accept the following responsibilities.	
Members will:	
1.	Represent their agencies and bring experience and knowledge about other sectors and organisations, however, their primary duty will be to act in the interest of local children, young people and families.
2.	Ensure that the 'duty to cooperate' is understood and acted upon within their agency.
3.	Ensure that all staff within their agency who have contact with children are aware of their safeguarding responsibilities and are supported to carry out any designated role with regard to partnership work including integrated working, CAF, LP and sharing information.
4.	Ensure that actions to support the delivery of the Kent CYPP are firmly embedded within their agency and that there is adequate knowledge, skills and training for staff.
5.	Ensure their agency makes an appropriate contribution to the resourcing of the CYPP.
6.	Ensure that the reports, procedures and decisions of KCT are disseminated in an effective way within their agency and acted upon.
7.	Contribute to the development of robust and effective monitoring and performance arrangements and be open to scrutiny.
8.	Bring key strategic issues to the Trust's attention.
9.	Commit to attending a minimum of 3 out of 4 meetings of KCT in a year (April to March).
10.	Nominate a named deputy who also meets the membership criteria to attend up to one meeting a year on the member's behalf.
11.	Read all documents prior to meetings and consult with appropriate personnel within their agency as appropriate.
12.	Be available for consultation between meetings to facilitate the business of the Trust.
13.	Declare any interest in a particular topic or issue preferably before a meeting.
14.	Support the work of KCT by identifying people within their organisation to join KCT working groups or to undertake any necessary research or additional work.
15.	Actively contribute to Joint Area Reviews of Children's Services.

Agency Representative:

Signed: _____

Name: _____

Position: _____

Date: _____

Agency: _____