



Staffordshire Children's Trust
Working together to improve the lives of children and young people

**MINUTES OF THE MEETING OF THE STAFFORDSHIRE
CHILDREN'S TRUST BOARD HELD ON THURSDAY 30th APRIL 2009
IN OAK ROOM, COUNTY BUILDINGS, STAFFORD**

Members Present:

Charlotte Bailey	Staffordshire's Commissioner for Parents'
Cllr Peter Beresford	(Chair) Cabinet Member Children and Young People
Nina Dawes	Chief Executive, Lichfield District Council
Karen Dobson	Chair of Association of Staffordshire Principals
Chief Inspector Ricardo Fields	Staffordshire Police
Carol Jones	Chief Executive, Connexions
Christopher Leach	Chair of Secondary Head Teachers' Forum
Chief Inspector Mark Riley	Staffordshire Police
Yvonne Sawbridge	Director of Quality & Performance, South Staffs PCT
Gill Stanford	Staffordshire Commissioner for Children
Peter Traves	Corporate Director of Children & Lifelong Learning
Rose Vakis	Director Staffordshire & Stoke Consortium Infrastructure Organisations (SCIO)

Advisors / Observers Present:

Jim Brady*	Assistant Director, Lifelong Learning & Partnership
Keith Cackett	Deputy Corporate Director (Quality Assurance / Resources)
Cate Crawford	Children's Trust Support Officer (Minute Taker)
Georgina Davies	Children's Trust Manager
Mark Hewitt	Representing Robert Flinter
Barbara Dundas	Head of Early Years and Childcare, Government Office West Midlands

* attended to present reports

Apologies:

Dr Judith Bell	Director of Public Health
Chief Inspector Adrian Roberts	Staffordshire Police
Anna Halliday	Partnership Director, Staffordshire Learning Skills Council
Sally Rees	Deputy Corporate Director, Vulnerable Children Division

NB The meeting did not follow in running order as per the Agenda, but for ease of the Minutes are recorded in the correct order as per the Agenda.

1. WELCOMES AND APOLOGIES (Cllr Peter Beresford)

Cllr Beresford welcomed everyone to the meeting.

1.1 Apologies were noted as above.

1.2 No declarations of interest were made.

1.3 Two items of correspondence were raised:

- (a) Chief Inspector Mick Boyle has moved divisions and has been replaced by Chief Inspector Adrian Roberts, who will now represent North Staffordshire Police Division at the Children's Trust Board.
- (b) Due to a change in police representation at the Children's Trust Board, ACC Beale is no longer able to represent the Trust at the Schools Forum.

Proposal: Children's Trust Board member sought to represent the Trust at the Schools' forum.

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Decision: No nomination made at the meeting

Action: Expressions of interest from Board members to attend and represent the Trust at the Schools Forum, to be forwarded to Georgina Davies by no later than 3pm, Friday 15 May 2009 (All)

Email: georgina.davies@staffordshire.gov.uk

Telephone: 01785 277116

2. MINUTES OF THE LAST MEETING (Cllr Peter Beresford)

The Minutes of the previous meeting, held on 20th January 2009, were agreed to be an accurate record, with no matters arising.

3. FOCUS OF THE CHILDREN'S TRUST (Peter Traves)

Peter Traves explained that the aim of today's meeting is to ensure the Trust Board are operating effectively. Recent guidance following Lord Laming's report expects Children's Trust to be at the centre of ensuring children are kept safe and achieve the best outcomes; too much time is spent by Trusts on processes and not enough on outcomes. We, as a Trust, need to:

- Focus on National, County and District/local key priorities, meanwhile ensuring that the Children and Young People's Plan is based on a robust needs analysis.
- Be a strategic evaluation body with vital links to the Staffordshire Safeguarding Children Board
- Be a strategic lead for the Local Area Agreement children focussed indicators.

3.1 MAKING OUR CHILDREN'S TRUST WORK - THE WAY FORWARD (Georgina Davies)

Georgina Davies explained that the Board need to agree the way forward to ensure they have the relevant impact. Key essential components identified are:

- Interagency governance
- Integrated strategies
- Integrated processes
- Integrated front line delivery

Several guidance documents have been published, with an ongoing Bill, that will make Trusts a statutory body, extend the duty to co-operate to schools and colleges, require information sharing, and make the Children's Trust Board, (as a whole) responsible for the production and subsequent monitoring of the Children and Young People's Plan.

Action: Presentation to be circulated with Minutes (Cate Crawford)

3.2 OUTCOMES OF SELF ASSESSMENTS (Georgina Davies)

Several consultations have recently been undertaken around Integrated Youth Support Service and Integrated Service Delivery, however the Audit Commission's 'Are We There Yet' self assessments are specifically around the Board and its role/function, and the Comprehensive Area Assessment is around partnership as a whole.

In summary the findings of the 'Are We There Yet' self assessment are:

- Need to look at the 'story behind' i.e. what the Joint Strategic Needs Assessment is telling us, to inform the Children and Young People's Plan priorities.
- We do not currently hold each other to account
- Pooling of budgets and budget mapping needs to be implemented
- Integrated Service Delivery will improve the use of resources and finances – we are making progress on this
- We are good at engaging key stakeholders
- Joint Commissioning is important and by doing this through the Trust will add value

In summary the findings of the Comprehensive Area Assessment are:

- There are issues around teenage pregnancy and obesity rates
- The economic downturn must be considered
- More information is needed on children with a disability (this will be addressed via 'Aiming High')
- Development of mental health services, with more focus on those in care/secure settings.

Staffordshire Children's Trust has been asked to contribute towards the final report by the Audit Commission, highlighting our successes in areas such as:

- Community engagement
- Community leadership
- Local intelligence
- Diversity, inequality and disadvantaged
- Communication amongst partners

Action: Board members to identify successes and feedback to Georgina Davies by no later than 3pm Friday 8th May 2009.

Email: georgina.davies@staffordshire.gov.uk

Telephone: 01785 277116

Georgina then illustrated the actions the Board needs to undertake to improve outcomes for children and young people, with the suggested key priorities for 2009/10 alongside. The Board then undertook an exercise to identify barriers they feel will prevent them achieving the best outcomes ([see Appendix 1](#)).

The Board were asked to identify how they will use their Agenda to overcome the barriers. The following questions were raised as part of an exercise and discussed:

Question: Children's Trust Board Agenda - what will it look like? What should we be doing as a Board?

Points raised:

- Needs analysis - look at over lapping data/story behind to estimate joint initiatives
- Governance - delivery on integrated services/joint initiatives therefore joint resources
- Ensure the workforce has a key set of competences
- Relationship between Board / Executive and District Trust Board how the Agenda is set etc lack of knowledge of how they work.
- Very bureaucratic and local authority drivers – other partners to influence agenda
- Local groups work on their identified priorities and unsure of other groups priorities and may be working in silos if they would together would get increased efficiencies.
- Clear priorities will dictate the Agenda which can only be done in partnership by a Board at this level. **NB** need to be able to break them down into smaller measurable priorities / actions.
- Clear vision - concisely and clearly communicated

Question: What will the Executive Agenda look like?

Points raised:

- The 'doing' group - translate the direction from Children's Trust Board to 'ground level'
- Clarification of relationship - even down to the name
- Suggestion of same Agenda as Children's Trust Board and District Trust Board as they are both looking at the same priorities.
- Review of the Executive and District Trust Board to ensure they are doing the right job?
- Oversee Performance Management
- Reflect key priorities
- Engaged with voice of parents, children and young people

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- Works on developing the Joint Strategic Needs Assessment (JSNA), joint planning joint activities, multi agency delivery.

3.3 CHILDREN & YOUNG PEOPLE PARTICIPATION (Gill Stanford)

A report circulated to the Board with the Agenda sets out a minimum cost proposal for a formal 'Participation Team', to ensure the momentum is maintained in actively engaging and involving young people.

It was then discussed that due to the current financial climate Board members would not be able to commit any funds, however they are committed to the engagement and participation of children and young people, and are happy to consider alternative methods of support for example secondment opportunities and a review of the current method of support available.

Action: Gill Stanford, Sharon Moore and Carol Jones to meet to explore alternative methods of support/commitment.

Action: Gill to take revised report first to Children's Trust Executive and then to the Children's Trust Board.

The two day Shape it! consultation event was deemed to be a resounding success. The Shadow Trust Board Voices Into Action (VIA) are due to present their findings (which have also been fed into the Children and Young People's Plan 2009 Refresh) to the Children's Trust Board on 12th May 2009, 5:00pm - 7:30pm (buffet at 5:00pm) Odd Fellows Hall, Stafford.

Action: All available Board members are requested to attend the above meeting.

3.3 PARENTS AND CARERS' FEEDBACK (Charlotte Bailey)

Charlotte Bailey, Commissioner for Parents, explained she had been appointed to listen to the voice of parents and influence decisions throughout the Trust and at the Board, and complete a review of the Parenting Strategy.

A three week period of consultation was undertaken, with approximately 2,000 parents and carers in Staffordshire, on their needs and the services available. Subsequently, a multi agency working day has established five key objectives, which the Children's Trust Executive have agreed to.

Proposal: Children's Trust Board agree to the 5 objectives; enhance communication and improve access to information; improve parents access to services, deliver the Every Children Matters Outcomes for children in partnership with parents, improve joined up working; enhance support services for parents especially around transition.

Comments:

- Agencies will need to look individually at their areas of work and how they will impact on parenting services.
- Need to ensure links to adult services

Decision: Agreed

4. Children & Young People Refresh 2009 (Georgina Davies)

The final draft of the Children & Young People's Plan (CYPP) Refresh 2009 was circulated with the meeting's Agenda, following the end of the three month consultation period. If signed off by the Board today it will then be given to the Leader of Staffordshire County Council to sign off.

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A report on the consultation results will be published on the Children's Trust website.

Comment: Carol Jones commented that

- The Activ8 Project statement is now dated and needs updating
- The JSNA data for NEETS refers to winter 07/08 but should refer to winter 08/09 and therefore requests both are given the opportunity for update.

Proposal: The Board 'sign off' the Children & Young People's Plan Refresh 2009, and recommends sign off by the Leader of the Council.

Decision: Agreed to both proposals

Action: Georgina Davies to forward to Leader of Council for 'Sign off' following Board's recommendation.

Proposal: The 2011 Children and Young People's Plan is jointly owned by the Board

Decision: To be discussed further at the 22nd July, Children's Trust Board

Action: Georgina Davies to prepare discussion paper for 22nd July Children's Trust Board Meeting.

5. TEENAGE PREGNANCY UPDATE (Sharon Moore)

Sharon Moore tabled a paper at the meeting, which detailed developments around Teenage Pregnancy to date. Sharon Moore explained that a recent inspection of Staffordshire had identified several strengths, and the following areas in need of improvement:

- Partnership, governance and Performance Management arrangements
- Targeted work and work with vulnerable young people
- Workforce Development
- Improved commissioning structures

As a result:

- An independent consultant has been appointed to lead on developing an action plan that will be brought to the Children's Trust Board to monitor performance.
- A full time Teenage Pregnancy co-ordinator is to be appointed
- A multi agency Teenage Pregnancy Board has been established to oversee the action plan and its subsequent implementation.
- A review of sexual health services for young people is to be completed by July
- Integrated Youth Service Support will contribute towards NI112 and respond to several actions identified in the Plan

6. ITEMS FOR NEXT MEETING (All)

An extraordinary meeting of the Board was proposed to be held on 2nd June 9:00am - 11:30am to specifically look at safeguarding arrangements.

Action: Georgina Davies to re look at the meeting date due to proximity of election.

It was requested that at the start of the 22nd July 2009, the Board meeting, is a short feedback on each of the Children's Trust Workstreams is given, and a summary report on the effect of the economic downturn and any key actions that need to be taken.

Proposal: Children's Trust Board take a programme management approach and require highlight reports from Children's Trust workstreams.

Decision: agreed

Action: Georgina Davies to present highlight report on workstreams and present a summary detailing the risks of the economic downturn based on the Local Authority Agreement findings.

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Date: Tuesday 2nd June 2009

Time: 9:00am - 11:30am

Venue: Oak Room, County Buildings, Stafford

8. ANY OTHER BUSINESS

(Matters which arise under this heading will be deferred for discussion at the next meeting unless there is a clear and urgent need to deal with the matter without delay as determined by a majority of those members present at the meeting)

None raised

Meeting concluded at 4:25pm

Appendix 1

Children's Trust Board exercise to identify barriers they feel will prevent them achieving the best outcomes for children and young people

Barriers

- **Management of Agenda - needs focus**
 - Shorter Agenda
 - Clear focus
 - Consistent Agenda
 - Selling direction
 - Vision and Priority setting and appropriate information to assist decision making
 - Need a clear well understood Vision
 - Vision - Targets / measures
 - Complicity size of Staffordshire
 - Need to focus on fewer issues
 - Getting break down of analysis
 - Covering too much ground and needs focus on just the area.
- **Different priorities - do we understand partners priorities**
 - Processes on individual agencies that make capacity for Partnership hard
 - Agreeing the outcomes
 - Too many different forums
 - Different partners have different priorities
 - Trying to cover whole ground rather than focusing on joint priorities
- **Change Management (Government / Management / restructures)**
 - Need to overcome resistance to integrated processes
 - Size of Staffordshire difficulties so far
 - Place shaping
 - Moving to integrated services
 - Size of the elephant 'Big Change'
 - Change in Political direction i.e. Government
 - Change of Government
 - Too many Agenda's / changes
 - Clear direction political
 - Sustained political and strategic leadership
 - Change of leadership
- **Resources (money, staff and time)**
 - Need to create capacity for joint planning
 - Resources
 - What is the Children's Services Resource? How much? Where spent / used? What flexibility?
 - Funding crisis
 - Funding issues causing partners to look inwards
 - Funding arrangements and how funds are accessed and monitored for VFM
 - Staff changes in Strategically positions within the various organisations
 - Finance
 - Time commitment
 - Need to have time together to have joint focus governance
 - Invest time in Multi Agency working
 - Time and resources to commit
- **Information Sharing / Communication**
 - Clear understanding
 - Communication purpose
- **Accountability and Governance - protocol**
 - Must have robust joint strategic needs assessment - evidence base must be strengthened
 - Needs Analysis and strong evidence
 - Difficult to monitor and accountability arrangements
 - Are the measures indicators correct

- Performance management - challenge is the data
- Are we counting / measuring the right things
- Consulting view, Government directive for agencies monitoring arrangements
- Holding partners to be accountable
- Working protocols between partners
- Agency v partnership
- Strategic v long term
- **Membership of Board and Key groups**
 - 3rd sector is on the outside by statutory sector partners
 - Movement of key staff
 - 3rd Sector still preferred

What will we be doing? How do we use our agenda to overcome the barriers?

- **Children's Trust Board Agenda – what will it look like?**
- **What should we be doing as a Board?**
 - Clear vision
 - Communication
 - Information needed
 - Needs Assessment - Partners to say what we should be talking about / agree priorities
 - Evidence base
 - Ensure effective
 - Hold to account
 - Agreement to objectives
 - Safeguarding
 - Workforce Development
 - Discussion on resource
 - Joint leadership
 - Communicate effectively
 - Sign up from all partners
 - Against Priorities
 - 3 or 4 priorities identified, must be partnership priorities
 - Concern on Agenda setting
 - Don't know what is happening in District Children Trust Boards / Workstreams
 - Local authority lead
 - Narrowing The Gap
 - Understanding our roles in delivery
- **What will the Executive Agenda look like?**
 - Engine Room
 - Shape direction
 - Need effective communication between CTB / Exec / DTB's and Workstreams
 - Suggest same / similar Agenda's (not agreed by all)
 - Names of groups are confusing
 - Better communication about what the Executive and District Trust Boards are doing?
 - Identify new things on the horizon
 - Oversee performance Manage
 - Workstreams should reflect priorities
 - Engage children, young people and their families
 - Commissioning cycle
- **What will the District Trust Board Agenda look like?**
 - Place context
 - Delivery plans
 - Lots of group exist
 - Common Agenda's
 - Direct link to local services
 - Big Issues - partnership

Children's Trust Board Membership

Members of Children's Trust Board:

Members	
Representing	Name
Staffordshire County Council	Councillor Peter Beresford, Chair Lead Cabinet Member Children and Young People
Director of Children's Services	Peter Traves, Corporate Director Children & Lifelong Learning, Staffordshire County Council
Connexions Staffordshire	Carol Jones, Chief Executive
District/Borough Councils	Nina Dawes, Chief Executive, Lichfield District Council
Primary Care Trust (PCT) National Health Service (NHS)	Yvonne Sawbridge, Director of Quality & Performance, South Staffordshire Primary Care Trust Judith Bell, Director of Public Health, NHS North Staffordshire
Staffordshire Consortium of Infrastructure Organisations	Rose Vakis, Director Staffordshire & Stoke Consortium Infrastructure Organisations
Staffordshire Police	Adrian Roberts, Chief Inspector (North Staffs), Ricky Fields, Chief Inspector (Trent Valley) Mark Riley, Chief Inspector (Chase)
Children & Young People	Gill Stanford, Staffordshire's Children's Commissioner
Learning Skills Council	Anna Halliday, Partnership Director, Staffordshire
Staffordshire Safeguarding Children Board	Sally Rees, Deputy Corporate Director, Vulnerable Children
Head Teachers' Forum	Christopher Leach (Chair of Secondary Head Teachers' Forum) Mike Prescott (Primary Head Teachers' Forum Representative)
Association of Staffordshire Principals	Karen Dobson (Chair of Association of Staffordshire Principals)
Advisers / Observers	
Government Office West Midlands (GOWM)	Barbara Dundas, Head of Early Years and Childcare, Advisor
Stoke on Trent Children's Trust Board	Ged Rowney, Director of Children and Young People's Services, Stoke-on-Trent City Council, Advisor
Staffordshire Children's Trust	Georgina Davies, Children's Trust Manager, Advisor Gate Crawford, Children's Trust Support Officer (Minute Taker) Michelle Davies, Children's Trust Clerical Assistant (Minute Taker)
Staffordshire County Council	Keith Cackett, Deputy Corporate Director (Quality Assurance / Resources), Advisor Jean Evans, Assistant Director, Law & Governance, Advisor Robert Flinter, Director of Strategy and Performance, Advisor Simon Ablewhite, Central Services Finance Manager, Advisor Eric Robinson, Corporate Director, Social Care & Health, Advisor