

West Cheshire Children’s Trust Executive

Action Note of meeting held on Monday 4 March 2019 (Palatine Room, Chester Town Hall)

In attendance:

Councillor Nicole Meardon – Chair
 Emma Taylor – Director of Children’s Social Care, CWAC
 Helen Brackenbury – Director Early Help and Prevention, CW&C
 Ian Ashworth – Director of Public Health, CW&C
 Mark Parkinson – Director of Education, CW&C
 Gill Frame – LSCB Chair
 Laura Marsh - WCCCG
 Fay Quinlan - WCCCG
 Jo Vitta – Vale Royal CCG
 Louise Cherrington - Police
 Sioban Simcock – Children’s Commissioner, CW&C
 Anna Johnson - Innovation and Practice Development Lead, Children’s Services, CW&C
 Samantha Horton-Leigh – Programme Manager, Children’s Services, CW&C
 Angela Houghton – Senior Manager, Early Help and Prevention, CW&C
 Isabel Noonan – Policy Manager, CW&C
 Sarah Blaylock – Policy Manager, CW&C

Item No	Minute/Action	Who
1.	<p>Welcome, introductions and apologies Councillor Meardon welcomed all to the meeting. As there were additional guests to the meeting everyone introduced themselves.</p> <p>Apologies were noted: Tracey Cole and Jamaila Tausif – Vale Royal CCG.</p>	
2.	<p>Notes of meeting held on 15 October 2018 and Matters Arising / Review of Actions The minutes from the previous meeting held on 15 October were confirmed as a correct record. Matters Arising Page 3, Item 3 – Part 1: Future Direction of Children’s Services - Communications Action: Anna Johnson to speak to Jamaila Tausif about specific briefings for Vale Royal. Anna attended Quality and Performance Committee on 29 November 2018 of NHS South Cheshire CCG and NHS Vale Royal CCG. Also linked in with Communication Lead for Vale Royal CCG and Provider Services to ensure communication briefings are being disseminated. Action: Gill Frame to update her Chairs report for October LSCB Completed. Anna Johnson attended the LSCB Development Day in November to give an update on new Ways of Working to the wider partnership. Page 4, Item 3 – Part 1: Future direction of Children’s Services – workforce development Action: Anna Johnson to look at shared set of outcomes in relation to specific areas</p>	

	<p>On-going – starting to look at shared set of outcomes in relation to specific areas Page 6, Item 6 – LSCB challenge – Think Family Progress report Action: Helen Brackenbury to look at how to build Think Family/New Ways of Working into contracts. Helen Brackenbury confirmed that Think Family/New Ways of Working would be included in all new contracts within the new cycle of Commissioning Statements.</p>	
<p>3.</p>	<p>PART 1: Future Direction of Children’s Services – Anna Johnson and Samantha Horton-Leigh Anna Johnson presented a Progress Update on New Ways of Working supported by Samantha Horton-Leigh, newly appointed Programme Manager. Recruitment of staff has been progressing with a Workforce Development Officer commencing in post leaving Independent facilitators still to be appointed. <u>The Model</u> To develop New Ways of Working a shared model and approach to practice has been developed by partners which consists of: i) Trauma Informed Practice ii) Motivational Interviewing iii) Multi-Agency Group Supervision and Learning Conversations A new graphic was presented to the Trust illustrating the three components of the Model. <u>Trauma Informed Practice – the Family</u> Working with and responding to the family as a whole ensures that we are building resilience and increasing protective factors for children and young people. More research has been undertaken into resilience and what it means for the child, family and adult. Safe Base is key to building resilience in the community, school and home. A bank of tools has been created to support ways of working and thinking. <u>Multi-Agency Group Supervision and Learning Conversations</u> Learning Conversation is a fluid framework across the Continuum of Need and has four key stages; i) Purpose ii) Strategies and Tools iii) Outcomes iv) Review and reflect It provides a way and an approach to problem solving. A Learning Conversation can be requested by any professional working with a family in order to review, reflect and learn on how they are working together – consideration should be given to undertaking a Learning Conversation when a Plan is not progressing, there are unmet actions, a change in circumstances, an escalation up or down on the Continuum and also when things are going well in order to understand, learn, reflect and share learning. The appointment of Independent Facilitators will lead the Learning Conversation. Multi-Agency Supervision draws together evidence based approaches for undertaking safeguarding supervision. The model is underpinned by the Cheshire West and Chester Risk Assessment Principles. It provides an evidenced based framework for all professionals working with a child or young person to undertake joint supervision to: collectively assess need; identify and manage risks; undertake a multi-agency chronology and consider the patterns and emerging themes; and agree actions to inform and develop the child/young person’s plan. It is a structured</p>	

	<p>framework with an independent facilitator providing a blended approach to safeguarding supervision and reflective practice. This gives joint ownership of risk and decision making. This framework should be used when concerns regarding a child are escalating. This does not replace single agency individual professional supervision. Nicole Meardon asked if a case study could be presented to illustrate the difference the Multi-Agency Group Supervision intervention could make? Anna Johnson explained that Data Impact Assessment is currently being undertaken to allow case studies to be shared.</p> <p>Action: Case study to illustrate the difference the Multi-Agency Group Supervision intervention could make to be made available, if appropriate.</p> <p>Gill frame asked if practitioners are clear on Learning Conversation and Supervision? Anna Johnson explained that there is facilitated Guidance for both practice approaches.</p> <p><u>Moving the Model Forward</u> Once Independent Facilitators are in place piloting Learning Conversations can begin subject to Data Impact Assessment approval. A number of potential cases of TAF, CIN and CPCP have been identified. Helen Brackenbury also suggested engage with families in wider universal services in pilot as well. Anna Johnson explained that they were working with Parent Carer Forum, Children in Care council and Fire cadets to gain views to add into Training Model. It was also suggested that engagement with the parents of a group of families that attended the LSCB Mental Health Development Day and a group of Young Carers currently working with to refresh the Young Carers strategy would be beneficial.</p> <p>Action: Anna to contact Sian Jones from LSCB for contacts of parents who attended Mental Health Development Day and Angela Lewis for Young carers.</p> <p><u>Culture</u> Briefings on the Trauma Informed Framework around CP Conference Model have commenced; also working with SEND Team. Putting through systems and processes to help embed the Model in practice.</p> <p><u>Communication</u> A template has been developed to support communications with another briefing due in March. Marketing and branding has also been developed. The challenge remains on how briefings are disseminated within organisations, as this is not always happening. Ian Ashworth suggested a presentation on new ways of working be made to the Health and Wellbeing Board with a specific request to representatives to assist in the dissemination of the Model.</p> <p>Action: Anna Johnson to present the New Ways of Working Model to a future meeting of the HWBB with a request to representatives to assist with the dissemination of the Model.</p> <p><u>Website</u> Currently exploring using the Children’s Trust Website to promote New Ways of Working. The site may require some updating to ensure there is an exciting interactive digital offer.</p>	<p>Anna Johnson</p> <p>Anna Johnson Angela Lewis</p> <p>Anna Johnson</p>
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	<p><u>Workforce Development</u> Interface has been commissioned to deliver the New Ways of Working training and the main delivery will start inform 21 March 2019. 900 places will be available for the multi-agency workforce split between a Leaders programme and a Core Programme. A request had been made by interface for their logo to be put on literature. The Trust did not agree to the use of the interface logo.</p> <p><u>New ways of Working Timeline Plan 2019/2020</u> Samantha Horton-Leigh went through the New Ways of Working Timeline 2019/2020 highlighting key risks and issues and proposed mitigation, as follows: The demand for Facilitation role could be higher than capacity – the Facilitator post could be filled as a secondment opportunity or Fixed Term Contract across the Partnership as a Job Share opportunity to increase capacity. Partners including Schools and Health will not be able to release staff for the ‘train the trainer’ model – Mitigations/options are being explored with the DfE and Schools. Data Protection Impact Assessment (DPIA) Stage 2 will impact on the pilots for the Learning Conversations and Multi-agency Group Supervisions – Working with colleagues in Data Protection to identify existing arrangements in place. Reviewing timeline for pilots and implementation to align with training.</p> <p><u>Governance</u> Building a Whole Service approach to align practice and systems, promote integrated working and look for opportunities to build on the work further.</p> <p><u>Next Steps</u> Do we Baseline and identify the gaps? – Trust recommended using intelligence already collected together with anecdotal evidence from practitioners on the ground</p> <p>Do we tailor each locality based on presenting need? – Targeting around need is a strategic function but the geography might be different e.g. Clusters, Care Communities, children’s centre footprint, Neighbourhood Policy Units. The same methodology approach should be adopted to an issue but some practice with specific focus adopted depending on locality.</p> <p>Councillor Meardon thanked New Ways of Working staff for their efforts to improve outcomes for children, young people and their families.</p>	
PART 2 – Business and Development		
4.	<p>Draft refreshed Joint commissioning Framework Fay Quinlan explained that a refresh of the Joint Commissioning Framework has been drafted for the Trust to consider. In addition as requested by the Executive a number of service areas have been identified to explore possible future joint commissioning opportunities:</p> <p>SALT – Sioban Simcock asked whether this service area is a case for pooled budgets and joint commissioning or about sharing data and</p>	

	<p>intelligence. It was acknowledged that the two CCGs are at different stages with regard to neurological services, autism pathway and performance management framework.</p> <p>CAMHS Tier 2 – There are differences across the two footprints and a gap in Early Intervention services. Consistency of approach, lack of Tier 2 provision and communication around waiting times need to be addressed. An issue for the Emotional Health and Wellbeing sub-group to address and bring together.</p> <p>Unintentional Injuries – work has been identified for young carers around joint commissioning approaches to improve emotional health and wellbeing.</p> <p>SEND – further work required for example around Personal Budgets.</p> <p>Alcohol – Ian Ashworth questioned the data in relation to hospital admissions related to alcohol conditions for 15-24 year olds as it does not relate to the JSNA.</p> <p>ACTION: Re-look at the data relating to Hospital Admissions for alcohol conditions for 15-24 year olds.</p> <p>The Executive agreed the initial refresh of the existing Joint commissioning Framework and identified 5 joint commissioning opportunities for further exploration, as follows: SALT SEND Carers Alcohol (to include substance misuse) CAMHS Tier 2</p> <p>The completion of the refresh of the Joint Commissioning Framework, detailing the above identified potential key joint commissioning priorities be brought back to the July meeting of the Executive.</p>	<p>Fay Quinlan</p>
<p>5.</p>	<p>Children in Care and Care Leavers JSNA Emma Taylor reported the headline outcomes of the recently completed children in care and care leavers JSNA.</p> <ul style="list-style-type: none"> • Hard to place children is an increasing issue across children’s services • Out of Borough Placements are increasing as a result of hard to place children. • Educational attainment remains a priority for children in care. • Health Assessments remain an area for improvement • Emotional Health and Well-being – improved use of SDQs to identify needs. • NEET figures for Care Leavers are not where they need to be. 	
<p>6.</p>	<p>Permission to Extend the Children and Young People’s Plan 2015-2019 Permission was sought from the Executive to delay the writing of the new West Cheshire Children’s Trust Children and Young People’s Plan so that it can be aligned with the replacement Health and Wellbeing Strategy</p>	

	<p>which expires in 2020. Ian Ashworth explained that a review of all strategies was being undertaken to streamline and align timescales going forward.</p> <p>The Executive agreed to the proposal, including that the sub-groups of the Trust should continue to ensure that services are delivered in line with the priorities and local needs identified in the current Plan.</p> <p>Gill Frame pointed out that the Safeguarding Plan had been aligned to the finishing date of the Children and Young People’s Plan, i.e. 2019 and the proposal to delay would put the two Plans out of alignment.</p> <p>AGREED to delay the writing of the new West Cheshire Children and Young People’s Plan</p>	
7.	<p>Implications for Children’s Trust of changes to CCGs</p> <p>Laura Marsh reported that Clare Watson has been appointed as the Chief Executive across the 4 Cheshire CCGs. The aim is to appoint a single executive team by the end of April 2019 with a view to move towards a merger by 2020, including commissioning teams. Any merger would need the approval of GPs.</p>	
8.	<p>TAF Initiation and Activity – including the Invest to Save TAF pilot</p> <p>Angela Houghton highlighted TAF activity April to December 2018. TAF initiation rates across partners are still not seeing the desired increase. There has been some progress in the initiation of TAFs from Education partners but these still remain below target. TAF advisors continue to offer support to schools around TAF initiation. There has been low uptake of training in Ellesmere Port and Neston and an action plan has been developed by the TAF Team in response to this. Midwifery, Starting Well Services and Early Education Under 5s are still not largely initiating TAFs.</p> <p>Helen Brackenbury reported that Ofsted has become aware of the low initiation of TAFs across the health sector and could make this a key line of enquiry.</p> <p>ACTION: Raise the issue of health initiation of TAFs at next multi-agency network.</p> <p>Emma Taylor pointed to the need to intervene early to avoid needs rising later. It requires a partnership response and the Trust should be at the forefront of this.</p> <p>ACTION: Look at the TAF initiation rates in the first six months of school to assess opportunities missed.</p> <p>ACTION: Review the contractual obligations of Starting Well in relation to TAF initiation rates and associated Action Plan.</p> <p>The Executive agreed that TAF initiation would remain at the forefront of developments under New Ways of Working.</p>	<p>Fay Quinlan</p> <p>Angela Houghton</p> <p>Sioban Simcock</p>
9.	<p>LSCB – e-Safety Strategy</p> <p>The Executive received for information the Cheshire West and Chester e-safety Strategy outlining 4 priority areas to keep children safe. This has been endorsed by the Safeguarding Board and will be followed up by an Action Plan.</p>	



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10.	Items for next Health and Wellbeing Board <ul style="list-style-type: none">• Refreshed Joint Commissioning Framework and identified potential joint commissioning priorities• Children in Care and Care Leavers JSNA• TAF Initiation and activity.	
11.	Date of next meeting: Date: Monday 29 April 2019 Time: 3.15pm to 5.15pm Venue: Palatine Room, Chester Town Hall	

