

West Cheshire Children’s Trust Executive

**Action Note of meeting held on Monday 15 October 2018
(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, CWaC
- Ian Ashworth – Director of Public Health, CWaC
- Debbie Murphy – Virtual Head, CWaC attending on behalf of Mark Parkinson
- Gill Frame – LSCB Chair
- Jamaila Tausif – Vale Royal CCG
- Matthew Adam - West Cheshire CCG
- Sioban Simcock – Children’s Commissioner
- Anna Johnson - Innovation and Practice Development Lead, Children’s Services, CWAC
- Claire Maidment – Workforce Development Lead/ Family Nurse Supervisor
- Isabel Noonan – Policy Manager, CWaC
- Sarah Blaylock – Policy Manager, CWaC

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: Mark Parkinson – Director of Education, CWaC; Alan Fairclough – Cheshire Police; Emma Leigh – Head of Mental Health, West Cheshire CCG; and Amanda Bennett – Children’s Society.</p> <p>Note: As Alan Fairclough (Police) had sent apologies and within the terms of reference there must be a quorum to undertake business as detailed below any endorsements/agreements undertaken at this meeting are ‘in principle’ and will require approval from Police prior to being formally endorsed.</p> <p><i>The minimum number of members of the Executive necessary to conduct the business of the Trust is at least 25% of the Executive membership (4) of which a representative must be from the LA, one Health agency and the Police.</i></p>	
2.	<p>Notes of meeting held on 23 July 2018 and Matters Arising / Review of Actions The minutes from the previous meeting held on 23 July 2018 were confirmed as a correct record.</p> <p>Matters Arising</p> <p><u>Attendance</u></p> <p>Action: Helen Brackenbury to raise the issue of Police attendance at the Executive with Richard Reece to ensure that we have a quorate at the Children’s Trust Executive meetings going forward.</p> <p><u>Review of Commissioning Priorities</u> Commissioners were given an action at the 23 July meeting to review the Joint Commissioning Framework and to identify up to five areas where</p>	Helen Brackenbury

	<p>there might be some scope to take a joint approach to commissioning and report findings at this meeting. Sioban Simcock and Fay Quinlan have started discussions but asked for the item to be deferred to the next meeting in order to be able to discuss with Jamaila Tausif to ensure input from Vale Royal.</p> <p>Action: Commissioning item to be put onto the 4 March 2019 Agenda</p>	<p>Sioban Simcock</p>
<p>3.</p>	<p>PART 1: Future Direction of Children’s Services – Anna Johnson and Claire Maidment</p> <p>Anna Johnson introduced the item and was supported by Claire Maidment.</p> <p>As well as the New Ways of Working – common and consistent approach to practice document distributed to members of the Executive Anna gave a presentation where the following key areas were discussed;</p> <p><u>Introduction</u></p> <p>New Ways of working is a transformational approach to strengthening culture and practice across the children’s workforce. New Ways of Working is developing a common and consistent approach to practice that spans the Continuum of Need.</p> <p><u>The Model</u></p> <p>To develop New Ways of Working a shared model and approach to practice has been developed by partners which consists of:</p> <ul style="list-style-type: none"> i) Trauma Informed Practice ii) Motivational Interviewing iii) Multi-Agency Group Supervision and Learning Conversations <p>The three core frameworks are integral and interchangeable to each other. Underpinning the Model is Think Family which will be aligned with New Ways of working. Through this we are seeking to enable the whole children’s workforce to have a shared language, shared skill set and understanding of assessment, need and vulnerability.</p> <p><u>Trauma Informed Practice</u></p> <p>New Ways of Working and Trauma Informed Practice enables us as a whole children’s workforce to develop a shared understanding of language, needs, risk and vulnerability to work together to understand the impact of trauma and strengthen our approaches to how we collectively work with families. 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. Trauma Informed Practice is about evidenced based approaches to address trauma. A Trauma Informed Framework has been developed that is built upon four key principles;</p> <ul style="list-style-type: none"> i) Recognise – Getting Advice ii) Respond – Getting Help iii) Avoid Re-Traumatisation – Getting More Help iv) Build Resilience – Getting Risk Support <p><u>Motivational Interviewing</u></p> <p>Motivational Interviewing is an evidenced based approach to supporting behaviour change, particularly where there is ambivalence and resistance to change. It is an evidence based approach, it focusses on strengths in the family and uses them to move forward. Underpinned by four key stages;</p> <ul style="list-style-type: none"> i) Open questions ii) Affirmation iii) Reflective listening 	

	<p>iv) Summary reflections</p> <p><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;</p> <ul style="list-style-type: none"> i) Purpose ii) Strategies and Tools iii) Outcomes iv) Review and reflect <p>It provides a way and an approach to problem solving.</p> <p>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. A facilitator will lead the Learning Conversation who is independent from the professionals involved with the family.</p> <p>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 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.</p> <p><u>Moving Forward</u> A lot of research has taken place in the development of New Ways of Working and now seeking endorsement from West Cheshire Children’s Trust Executive of the approach which help to enable and empower the workforce.</p> <p><u>Timeline</u> November – a briefing under the Children’s Trust logo to be sent out December – engagement with children and families December – a glossary of terms and documents to be produced December/January – Project manager to be in post</p> <p>Jamaila Tausif asked about links being made with Primary Care in Vale Royal and a wider discussion took place at the level of awareness of New Ways of Working across all partners including schools and Housing and the need to ensure that not only strategic leads are made aware of developments.</p> <p>Action: Anna Johnson to speak to Jamaila Tausif about specific briefings for Vale Royal</p> <p>Action: Anna Johnson to contact members of the Executive for names of colleagues in the areas that they represent that should be briefed to ensure we capture all relevant staff.</p> <p>Gill Frame stated that Anna could have a slot at the 3 December LSCB Development Day.</p> <p>Action: Gill to update her Chairs report for October LSCB.</p>	<p>Anna Johnson</p> <p>Anna Johnson</p> <p>Gill Frame</p>
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	<p>Gill Frame mentioned the need to make sure that commissioning was flexible enough to implement changes and that in order to support integration there needs to be a change in culture not just provision of training. Emma Taylor responded that the sub-groups recognise the cultural issue and are working this up Emma Taylor wanted it recording that the Trust recognise all the hard work that has been undertaken by the Groups and wanted to thank all those involved. Gill Frame asked how partners were to take back and link to their own service values. Helen Brackenbury responded that Troubled Families and Early Help and Prevention had produced outcomes guides with partners and these could be shared to formulate shared outcomes for New Ways of Working. Action: Anna Johnson to look at shared set of outcomes in relation to specific areas, Ian Ashworth mentioned as part of communications going out that it would be worth using examples and case studies to bring the model alive. Agreed in principle to endorse New Ways of Working Model Action: Police to confirm happy to endorse</p>	<p>Anna Johnson</p> <p>Alan Fairclough</p>
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PART 2 – Business and Development

<p>4.</p>	<p>Mid-Year Review Leads provided a summary of progress made against key outcomes for the partnership up to mid-year review. Strategic Outcome 1 – Emotional Health and Wellbeing (Matthew Adam) Broadly speaking doing well. There have been initial difficulties with governance and partner buy-in. Main area of work has been the refresh of the Local Transformation Plan which is aligned to the Cheshire East Plan with the aim that next year there will be one plan for the whole area. Once the LTP has been signed off by all the Boards it will be formatted and published. The Specialist Children and Young People’s Mental Health Service, service specification has been refreshed – this service will only be available for children and young people who have a diagnostic mental health difficulty who present with significant risk. The need has been identified to increase emotional health and wellbeing support in schools. There is a proposal to NHS-England to be a Trailblazer Pilot site to develop a ground up resilience and early intervention programme. Gill Frame referred to the NSPCC Report and the fact that for the past three years Cheshire West and Chester had been RAG rated Red. Matthew Adam responded that in the past the LTP had been aspirational but over the last couple of years the focus has been on vulnerable groups and providing evidence on how working with these groups and prioritising going forward. The NSPCC are now fully engaged and participated in the refresh of the Plan. Strategic Outcome 2 – Support our Children in Care and Care Leavers to enable them to achieve their full potential (Emma Taylor) This is a well-attended group. A key change this year has been that Housing is now a regular attendee to the Group since being an item for scrutiny. Key areas progressed for the first half of the year have included; the Edge of Care Team now working with 0-2 year-olds; and review</p>	
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	<p>health assessments and dental checks have improved. Areas requiring further work in order to improve include Initial Health Assessments and Strength and Difficulties Questionnaires. The new Adoption Agency is a year old and embedding, the availability of adopters, especially for sibling groups and children with more complex needs is a concern. Education Personal Education Plans (PEPs) completion rate is good, a key area to improve are Education PEPs within the Disability Service. The Care Leaver Offer is being finalised and will be launched at the end of the year.</p> <p>Strategic Outcome 3 – Special Educational Needs and Disabilities (Debbie Murphy on behalf of Mark Parkinson) An independent review of SEND provision has taken place during 2018 and the findings from the report are being taken to Cheshire West and Chester Council’s Cabinet meeting on 28 November 2018. The report will include potential solutions for discussion to improve provision in the local area. Once Members of the Council and CCGs have received the report and made recommendations the SEND Action Plan will be updated to reflect the actions required to implement those recommendations. The SEND Joint Commissioning Strategy has been refreshed, the SEND JSNA has been refreshed and published and a Co-production Strategy and self-assessment toolkit has been produced and widely shared with partners.</p> <p>Strategic Outcome 4 – Prevention (Helen Brackenbury) This is a fairly new sub group and work undertaken has been to develop a meaningful action plan. An area of concern highlighted is that we need to improve the borough wide understanding across the partnership of need and demands. The JSNA should be the tool to drive work going forward. Ian Ashworth responded that Public Health are looking at the approach to the production and use of the JSNA. A paper is going to the Health and Wellbeing Board to share with partners with the aim of creating an Executive Group to drive this forward.</p> <p>Strategic Outcome 5 – Closing the Gap (Early Years) Debbie Murphy on behalf of Mark Parkinson Progress has been made in most areas; particularly around supporting parents to enable them to become resilient, confident and independent; and in the sufficient provision for 2, 3 and 4 year olds with a take up of provision at 100% in all areas. The challenge has been to consistently close the gap across all vulnerable groups. The manager for Early Years will be reviewing data and visiting schools to understand why the gap isn’t closing and to put in place strategies to address sustainability of performance.</p>	
5.	<p>LTP Refresh Discussed as part of Mid-Year Review under Strategic Outcome 1 – Emotional Health and Wellbeing.</p>	
6.	<p>LSCB Challenge i) NSPCC Report – Analysis of Local Transformation Plans West Cheshire and Vale Royal Plan has been rated red for the past three years and it has been noted that there has been ‘no recognition</p>	

	<p>of the increased mental health needs of vulnerable children and young people (including those who have been abused)'. Plans going forward including working with NSPCC were discussed under item 4.</p> <p>ii) Cheshire West and Chester Safeguarding Annual Report 2017-18</p> <p>Distributed to Members for information</p> <p>iii) Think Family Progress Report</p> <p>The Think Family Progress report had been produced to update the Executive in relation to the work of the Task and Finish Group following recommendations from a Serious Case Review. The Trust recognised that this fits well with New Ways of Working</p> <p>Action: Helen Brackenbury to look at how to build Think Family/New Ways of Working into Contracts.</p>	<p>Helen Brackenbury</p>
<p>7.</p>	<p>Starting Well Update</p> <p>Sioban Simcock updated the Executive on the progress of the Starting Well Service.</p> <p>Staff are embedding and embracing the new Model. A further management change process took place with Health Visitors to reflect a change in their T&Cs through working within the 8am-6pm offer.</p> <p>Low recruitment of Health Visitors is reported nationally and this is starting to have an impact in CWaC, particularly around filling vacancies. Work is being undertaken with the University of Chester to strengthen the role of our Starting Well nurses with a view to growing our own Health Visitors. In addition a training Model is in place to upskill the workforce which includes New Ways of Working.</p> <p>The DfE National Unit has visited the Service and was impressed with the Model and has asked that the Model be shared nationally</p> <p>Over Children's Centre will be re-instated as a main site by the end of 2018 with Greenfield Children's Centre being re-designated as a Link site. This will amount to 8 main sites and 8 linked sites for children's centres.</p> <p>One area still requiring further development is joined up working on child weight measurement, in particular gathering meaningful data. Further information on the Brio sub-contract offer (working on behalf of Starting Well) for children identified as above healthy weight is being sought e.g. what is the take up like? And what are individual goals? Children identified as being underweight, not just overweight also needs to be considered.</p> <p>Emotional Health and Wellbeing is prevalent in drop-in sessions and demand is increasing. Stronger support is being provided for peri-natal mental health at the 6-8 week check. Breastfeeding rates are currently showing the highest rate ever recorded in CWaC. The Service is currently focusing on ensuring all targeted population within the Lower Super Output areas are receiving a review. The BookStart scheme is working well with increased reach and the early literacy offer strengthened.</p>	

OUR PARTNERSHIP FOR CHILDREN

	Issues around information sharing were raised for example between Midwifery and Health Visitor services. Helen Brackenbury referred to the Overview and Scrutiny report currently being undertaken of children's centres and felt that this issue would form part of that review.	
8.	Items for next Health and Wellbeing Board <ul style="list-style-type: none">• New Ways of Working (separate report)• LTP (separate report)• Progress made against Children's Trust Strategic Outcomes during 2017-18 and areas requiring further development.	
10.	Date of next meeting: Date: Monday 4 March 2019 Time: 3.15pm to 5.15pm Venue: Palatine Room, Chester Town Hall	

