

Minutes of Children's Strategic Partnership Board
Committee Room Education Department
Thursday 7 February 2019
1000hrs – 1230hrs

Attendees	
Department / Organisation	
<p>Minister for Children (Chair)</p> <p>Ex-Officio Members</p> <p>Director General Children Young People Education and Skills Group Director Education, CYPES Group Director Children's Services, CYPES Director Young People, Further Education, Skills and Learning, CYPES Head of Communication CYPES Director of Corporate Performance and Planning, SPPP Group Director of Policy, SPPP Director Customer & Local Services Chief Nurse</p> <p>Nominated Members</p> <p>Group Director Regulation, Growth Housing and Environment Group Director of Public Protection, Justice and Home Affairs Governor and Head of Prison Service, Justice and Home Affairs Family Nursing & Home Care</p> <p>Voluntary Sector Representatives</p> <p>Brighter Futures Jersey Child Care Trust</p> <p>Participant Observers</p> <p>Children's Commissioner Chair of Safeguarding Partnership Board</p> <p>Guests</p> <p>Head of Children's Policy, SPPP Policy Principal, SPPP Assistant Director, SPPP</p>	
Apologies	
<p>Jersey Child Care Trust Care Commission</p>	

	Item
1	<p>Welcome and Introductions (Chair) 1000hrs – 1010hrs</p> <p>The Chair welcomed everyone to the first meeting of the Children's Strategic Partnership Board (CSPB) and invited everyone to briefly introduce themselves. He noted the need for a new Children's Plan and the funding and governance issues which had resulted in the previous Plan not being fully implemented. He expressed his desire that the CSPB will be an important forum for delivering the Plan where Board members should be able to robustly share their views to ensure we move forward.</p>

2 Agreeing Terms of Reference (Director General Children Young People Education and Skills) 1010hrs – 1030hrs

The Director General Children Young People Education and Skills noted that the desire to build the foundations required to help families, permeates the Terms of Reference and invited the Board to specifically consider section five (how the Board will work), before asking for feedback on the document and made four observations:

- a. There will be a need for the Board to be “evidence minded” with regard to the development of the Joint Strategic Needs Assessment (JSNA) and its responsibility for the Children’s Plan. The Board has been established to deliver effective and evolving support and advice to the Children’s Minister and the Council of Ministers. The JSNA will form a starting point and help to prioritise the most important areas for action. The Board should enquire about evidence and the experience of children and families to understand areas of need, so resources can be targeted correctly over time. As such the CSPB Terms of Reference set out a commissioning intention but there will be an ongoing need to ‘work from the story’ and not previous received thinking.
- b. Board members will need to have open minds about what works best, based on evidence and evaluation of the needs in communities; there will be a need to consider and adapt approaches. The Board should also look to develop and adapt what already works. The Board will need to have a conversation about evaluation, so that the means to understand impact is built into delivery; this will require a discipline of thought in decision making.
- c. The CSPB represents ‘the system’ (from which children and families find or get help), in a room. CYPES is a new Department and will need to work with other Government Departments and partner agencies. The Director General, Children Young People Education and Skills noted that actions within the system affect the whole, so where change is introduced there will be a need to predict the likely effects.
- d. The principle of evaluation needs to be part of the commissioning process in order to understand if we are doing the job. Assumptions should be checked, and the Board will need to be proactive, particularly as future funding will be tighter. As such the Board should be characterised by partnerships which endure when Board members leave the room. There is a need to consider how the Board ensures there is the necessary trust to make difficult decisions about change, which will extend beyond reductions in funding.

Family Nursing & Home Care noted that adult services including Mental Health, GPs and Midwives all have a direct or indirect impact on children and asked if there will be an opportunity to co-opt others to the Board for specific pieces of work? This would assist with the communication of priorities and provide an opportunity to influence other services.

The Director Customer & Local Services noted that he has had similar conversations relating to the lack of a JSNA for adults; there ought to be a ‘One Government’ approach to this and therefore potentially broaden our focus.

The Chief Nurse noted that representation from H&CS on the CSPB needs to be determined following the departure of the former Group Medical Director Primary Care. The new Director General for H&CS will be starting shortly. There may be a need for more than one person to cover the breadth of services. The Head of Children’s Policy, SPPP stated that the Interim Director of Health had advised him about H&CS representation on the CSPB.

The Chair of the Safeguarding Partnership Board asked if there would be joint funding available for commissioning and asked if it would be possible for Participant Observers to receive the agenda prior to the Board’s meetings.

ACTION: Head of Children’s Policy, SPPP to update the ToR.

The Group Director Children’s Services, CYPES noted that there is a need to address community planning to ensure there is an interface with services for adults/parents and the delivery of the Children’s Plan. They also raised the questions about how to drive delivery without repeating the situation with the previous Children’s Plan. The Group Director Children’s Services, CYPES also raised the issue of how children and young people will be involved with the CSPB so that there is a demonstrable link to children’s rights and participation. The Director of Corporate Performance and Planning, SPPP queried what/who would be feeding into the Board and the structure below the CSPB.

The Director General Children Young People Education and Skills responded to the points raised by Board members and made the following points:

- It is too soon to have definitive positions on some issues, but it will be imperative to log these questions as they will be critical to success
- As a new Board working in the Jersey context where structurally pieces are still moving, there will be a need to reprise this discussion for consideration. We are committed to putting children first but as children become adults there is a read-across which might require cross-membership of the CSPB
- Membership of CSPB should be kept under review. As a strategic board, members need to be decision makers to ensure progress is not slowed by the need to revert
- The Board has two ‘hats’; firstly, to support the Minister and secondly to “run stuff.” The connection between these requires discussion. Delivery may require a scorecard with reference to use of Outcomes Based Accountability (OBA) and the Board’s place in the wiring diagram
- Any involvement/engagement with children and young people needs to be meaningful and should be considered. Young people’s contribution can make a difference; listening to them is at the heart of the Pledge
- With regard to joint funding there are challenges in aligning budgets to prioritise and spend wisely. There will be scope for funders to bring budgets to the table and commit to evidence-led interventions which are evaluated. There may be a need for some development time to explore how this can be approached. (Head of Children’s Policy, SPPP noted that this had been anticipated and there are some funds available for Board development activities.)

The Chair noted that the Children’s Plan is a high-level document which has a key role in holding government to account. There is a need for the Board to be open and transparent in addressing difficult issues. The Chair asked Board members to raise any matters of concern with him to ensure these are added to the next agenda

3. How we got here? (Head of Children’s Policy, SPPP) 1030hrs – 1045hrs

The Head of Children’s Policy, SPPP spoke to his presentation slides, noting the IJCI’s criticism of the lack of a Children’s Plan for Jersey and their recommendation that a new plan should include SMART objectives. The Head of Children’s Policy, SPPP noted that there is political commitment for the new Children’s Plan, as evidenced in the CSP and Pledge to children and young people.

The Plan was developed using OBA methodology in participation with School Councils, Youth Clubs and a major engagement day attended by schools, children and families. Jersey does not have a long history of engagement and participation; so, this represents a start but not the end. A number of commonalities emerged from the development process; these are set out in the ‘five finger diagram’ which records our aim, key questions, passions, outcomes for children and guiding principles. 16 indicators have

	<p>been selected to test if our efforts will make a difference for children across the four headline outcomes.</p> <p>Head of Children’s Policy, SPPP noted that the previous Children’s Plan had failed due to the lack of an appropriate governance structure. It is hoped that the transformation of Government, the development of a Government Plan and the creation of a Strategic Board will ensure delivery and impact. The Head of Children’s Policy, SPPP described the ‘wiring’ for the Board and the checks and balances provided by linking with independent bodies.</p> <p>The Children’s Plan is intelligence-led and bespoke to Jersey using local data informed by national and international evidence. The National Children’s Bureau (NCB) supported its development by providing the best evidence of ‘what works for each priority; this is shown in the associated Technical Document.</p> <p>There will be a need to diligently approach the commissioning process as a common endeavour. The Plan now needs to be communicated and published. The 2019 transition plan will feed into the Government Plan and embed the priorities from the Children’s Plan across Government. The Head of Children’s Policy, SPPP noted that there is funding available to develop the Board so it can meet the aspiration to make a difference.</p> <p>ACTION: Head of Children’s Policy, SPPP to circulate the Children’s Plan Technical documents to Board members.</p>
<p>4.</p>	<p>How do we tell the story of improvement? (Assistant Director, SPPP) 1045hrs – 1115hrs</p> <p>The Assistant Director, SPPP spoke to his presentation, giving an overview of OBA in relation to achieving the outcomes identified in the Children’s Plan. This will involve: i) making an impact; ii) driving improvement in services; and iii) integrating with the performance framework.</p> <p>The Assistant Director, SPPP went on to describe the steps by which generic outcomes for children have been made unique to Jersey by understanding the local situation through indicator data, the likely trajectory for this and our ambitions to affect improvements on these trends. The role of population and service level performance data was established and the contributory relationship of the latter to the former, with appropriate responsibility placed on service providers for their role in progressing population measures. Three key questions characterise the OBA approach to service performance:</p> <ol style="list-style-type: none"> 1. How much did we do? 2. How well did we do it? 3. Is anybody better off? <p>The Assistant Director, SPPP noted that this approach feeds into the long-term ambition of Future Jersey; the medium-term priorities which will be delivered through the Government Plan and ongoing service and operational improvements.</p> <p>The Assistant Director, SPPP confirmed that the new Government Performance Framework should be fully developed by the end of 2019 and will bring together service performance from different departments. AM noted that OBA can be used immediately and that there is support to meet with any teams/Departments wanting to begin reporting in this way.</p> <p>The Children’s Commissioner sought assurance that issues (such as children’s access to primary healthcare) will feature across and between key documents such as the CSP, Children’s Plan and Government Plan to ensure they are being addressed. The Director</p>

	<p>of Corporate Performance and Planning, SPPP noted that the Government plan will put the CSP into action; this will be developed in the next six months.</p> <p>The Group Director of Policy, SPPP raised the importance of also capturing qualitative data in addition to quantitative measures to ensure we are listening to children and families. In response, Head of Children’s Policy, SPPP noted the opportunity for the Government Plan to connect back to the CSPB and the Children’s Plan and asked if there was merit in the Board selecting a smaller number of ‘passions’ from within the Plan in similar way to the approach the former Director of Leeds Childrens Services described as having been followed in Leeds. Given the scale of the Plan, this would allow the Board to push forward in a few key areas and focus on qualitative and quantitative data for the selected indicators.</p> <p>The Director General, Children Young People Education and Skills suggested that the Board should return to the important issue of what is monitored from the 16 priorities; there may be an argument for adopting “killer PIs” and a process of escalation if things are not happening, beyond purely monitoring progress. The Director General Children Young People Education and Skills noted that other Boards in operation are using key measures to track movement; this approach could be used by all Boards in the children’s sphere.</p> <p>The Director General Children Young People Education and Skills also suggested that there would be merit in using Board development time to undertakes some OBA ‘turn the curve’ focussed work and “get their hands dirty” through some experiential work on one or more indicators.</p> <p>The Assistant Director, SPPP noted that progress with outcomes can be stubborn, particularly in political environments, so a focus on achieving this at service level can answer perceived ‘slow’ progress.</p> <p>The Chair noted that he is keen to include those who might not ordinarily be considered as part of the children’s system; giving an example of an advisor in Financial Services where prosperity flowing from the local economy has the potential to trickle down to benefit children.</p> <p>Governor and Head of Prison Service, Justice and Home Affairs and Group Director of Public Protection, Justice and Home Affairs described some of the areas of work falling within the new Justice and Home Affairs Department (JHA) in relation to children and families (such as parenting support for prisoners) and expressed a desire to access support in developing and measuring these to contribute to the Children’s Plan. The Director of Corporate Performance and Planning, SPPP confirmed that support is available to do this.</p>
5	<p>Sustainable approaches to children’s engagement (Director Young People, Further Education, Skills and Learning, CYPES) 1115hrs - 1145hrs</p> <p>The Director Young People, Further Education, Skills and Learning, CYPES described the plans for ‘Jersey Youth Connect’ which will create a Youth Parliament comprising 32 young people aged 12-18 tasked with representing: children with care experience (LAC); LGBTQ young people; young carers; the Children’s Commissioner’s Youth Advisory Panel; Children with additional needs; children from minority ethnic communities; young people who are NEET; and, representatives from the Student Council Network.</p> <p>The Director, Young People, Further Education, Skills and Learning, CYPES confirmed that the Youth Service has been commissioned to lead on the creation of the Youth Parliament and the intention to ensure that all groups of young people are represented,</p>

	<p>not just Youth Service users. Youth Connect will also make links to Under12s through the Student Council Network which has two representatives from every participating school.</p> <p>It was noted that the Youth Service already works with Young People aged 8+ and that Skills Jersey's remit is from age 5+. A number of Board members raised concerns about the risk of gaps in representation and that a watching brief should be maintained.</p> <p>Training will be delivered over the summer for the young people involved with Youth Connect to equip them to be advocates for their peers and to lead on running the parliament themselves. A number of support posts based in the Youth Service will be advertised at the end of Q2 with a view to Youth Connect being established in Q3. This activity is initially funded with further funding to be secured through the Government Plan.</p> <p>Director, Young People, Further Education, Skills and Learning, CYPES noted that the Youth Service had 57,000 interactions with young people (excluding YES and the counselling service) with 3,500 young people in 2018. There is a need to focus on impact and not just numbers. To progress sustainability there is a need to invest in technology to deliver both training and to establish channels for interaction and participation between meetings.</p> <p>The Director Young People, Further Education, Skills and Learning, CYPES noted the expectation that alumni of Youth Connect will continue to act as champions for young people and participatory processes.</p> <p>The Board went on to discuss the nature of the link between Youth Connect and Government, especially where there is a need to consult with children and young people on matters of legislation and policy. Anyone wanting to consult with young people ahead of Youth Connect's establishment was encouraged to contact the Youth Service. The Children's Commissioner noted that the Children's Commissioner's Office can provide support for anyone needing to engage with children and young people as well as education and advice on the Rights of the Child.</p>
6.	<p>'Putting Children First' - communicating the plan (Head of Communication CYPES) 1145hrs – 1215hrs</p> <p>The Head of Communication CYPES described the involvement of children in the development of the Children's Plan; its approval by Council of Ministers and the process to include children's designs in the final version of the Plan following a workshop held on 29 January which attended by over 150 children from around 30 schools. There will be a visual/design link between the Children's Plan and the Jersey's Children First practice framework materials.</p> <p>The Head of Communication CYPES also outlined the OASIS plan which has been written to shape the launch, communication and marketing of the Children's Plan. The Plan is expected to be launched after half term.</p> <p>The Board went on to discuss the Pledge to children and young people. It was confirmed that there is an intention to circulate this to all States departments. The Chair noted that the controversial nature of the pledge had been helpful with regard to the discussions about States Members' reservations about signing it, which had followed. Many of these had concerned Corporate Parenting and had subsequently helped to build wider understanding of this issue.</p> <p>The Director General Children Young People Education and Skills confirmed that the Pledge was to children rather than for them, and therefore largely concerns the way government will work to deliver the Children's Plan. A version in more child-friendly language may not be necessary, although there is a need to understand what children</p>

	<p>think about key issues, especially those connected to point three of the Pledge regarding support for children and care and care leavers.</p> <p>The Head of Children’s Policy, SPPP noted that communications will be very important in launching the Children’s Plan; if delivery of the plan is to become a common endeavour, the Pledge needs to be part of the message.</p> <p>Family Nursing & Home Care noted that there is a need to genuinely engage with children about what they want as their priorities are often not ours. Director General Children Young People Education and Skills agreed that ‘adult’ structures may not always be suitable to engage with children and young people and that we need to consider ‘where we do our hearing,’ especially to reach those who are rarely heard and not just those who are most capable of speaking.</p> <p>The Chair complimented the Communications Team for their exemplary work in this area to date.</p>
7	<p>AOB / Future Meeting Schedule 1215hrs – 1230hrs</p> <p>The Director General Children Young People Education and Skills noted his ambition to avoid AOB in future meetings, preferring that additional items should be added to the main agenda in good time to enable Board Members to prepare appropriately.</p> <p>The Group Director Children’s Services, CYPES raised an issue in relation to the need to progress the Government Plan with regard to budgetary planning and the delivery of the Children’s Plan. The Group Director Children’s Services, CYPES asked if there is a role for the CSPB in the time remaining to address funding looking ahead, especially where some areas of work have benefited from time-limited funding from the IJCI contingency. The Director General Children Young People Education and Skills asked the Board if they felt this ought to be addressed in the next meeting or sooner offline – possibly through a workshop to minimise potential budgetary misalignments.</p> <p>Three issues were listed as requiring the Board’s immediate attention:</p> <ol style="list-style-type: none"> 1. Determining a plan to speak with one another with regard to transparent funding and explore the potential for joint commissioning decisions. A ‘show and tell’ session was suggested – this will need to take the needs of the Voluntary and Community sector into consideration to support them to align their operational and financial planning with Government 2. Further time for the Board to explore and understand OBA 3. Involving the voice of the child <p>The Chair thanked everyone for attending and confirmed that meeting notes would be circulated shortly.</p>
	<p>Next Meeting:</p> <p>CSPB meetings for the remainder of 2019 have been arranged as follows, with venues to be confirmed at a later date:</p> <ul style="list-style-type: none"> • Thursday 16 May 1000hrs - 1230hrs • Thursday 12 September 1000hrs - 1230hrs • Thursday 28 November 1000hrs - 1230hrs