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AGENDA for a Meeting
of the **West Norfolk Children and Young People Partnership**
on **23rd November 2006**
between **2pm and 4.30pm**
at **Professional Development Centre, Kilhams Way, Kings Lynn**

AGENDA

1. Apologies
2. Minutes of the last meeting held on 20th October 2006 and matters arising (minutes attached)
3. Update on discussion from last meeting on priorities and discussion regarding which four priorities to begin work on. (2 at this meeting and 2 at Forum in December – paper attached)
4. Using 'Turning the Curve' methodology to work with 2 of the priority outcomes
5. Network analysis – introduction by Jeremy Hawkins (paper attached)
6. Dates of future meetings

Distribution

- Members of the West Norfolk Children and Young People Partnership
- Partnership Secretariat

Partnership Chair:
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**Minutes of a meeting of the Children and Young People Partnership
Held on 20th October 2006 at 9.30am at the
Professional Development Centre, Kilhams Way, Kings Lynn**

Present:

- | | | |
|-----------------------------|---|---|
| David Lennard Jones (Chair) | - | Area Director, Children's Services |
| Lynda Niles | - | Tier 3, CAMHS |
| Peter Stewart | - | College of West Anglia |
| Maxine Fiander | - | West Norfolk Voluntary & Community Action (VCA) |
| Carol Comer | - | Connexions |
| Sandra Summerfield | - | Children's Services |
| Jackie Hargreaves | - | Western Area Forum for Voluntary Organisations |
| Derek Wilkins | - | Norfolk Youth Offending Team |
| Terry Cuss | - | Norfolk Constabulary – Western Area |
| Susan Saxby | - | Partnership Officer, Children's Services |
| Peter Morris | - | Partnership Officer, West Norfolk VCA |
| Diane Thurston | - | Western Area, Norfolk Primary Care Trust (PCT) |
| Pat George | - | St Michael's primary school |
| Councillor Andrew Morrison | - | Young Peoples Champion |
| Vicky Etheridge | - | Neighbourhood Manager |
| Julia Bivon | - | Area Services Manager, Children's Services (West) |
| Charles Hare Winton | - | Area Services Manager, Children's Services (West) |

Supported by:

- | | | |
|---------------|---|--|
| Ian Burbidge | - | Borough Council of Kings Lynn & West Norfolk |
| Martin Slater | - | Borough Council of Kings Lynn & West Norfolk |
| Sarah Dennis | - | Borough Council of Kings Lynn & West Norfolk |

Apologies for absence were received from:

- | | | |
|-----------------|---|--|
| Thomas Savory | - | Norfolk County Council |
| Debbie McCarthy | - | Alderman Jackson Special School |
| Anthony Needham | - | Breckland District Council |
| Debbie Gates | - | Borough Council of Kings Lynn & West Norfolk |

		Action
1	Introductions	
	The Chair introduced himself as the Director of Children's Services in the	

	<p>West explained his remit takes in the school catchment area of 10 secondary schools – 8 in Kings Lynn and West Norfolk and 2 in Breckland. He explained there had been no formal agenda issued for today as this first meeting of the Partnership was concerned with setting its remit and that this would be a participative process.</p> <p>The Partnership members introduced themselves.</p> <p>The Chair asked for opinions as to whether the correct people had attended and whether there should be representatives from other sectors / organisations. It was suggested that there should be representation from secondary schools, specialist schools, the Queen Elizabeth Hospital, the Fire Service, Breckland District Council and Freebridge Community Housing.</p>	
<p>2</p>	<p>Structure and Work of the Partnership</p> <p>The Chair tabled a paper which highlighted where the Children and Young People Partnership fitted into the West Norfolk Partnership and County Strategic Partnership. The Children and Young People Partnership needs to incorporate Breckland as this sits within the Western Children’s Services area. The Partnership reports to the West Norfolk Partnership and ultimately the County Strategic Partnership.</p> <p>The Chair highlighted four key elements of the County Children and Young People Partnership;</p> <ul style="list-style-type: none"> • To identify and monitor local targets and be clear of objectives • To identify and monitor local performance indicators • To commission projects to deliver joint activities • To monitor and oversee the work of any sub groups <p>It was important to have the right people attend – those who could make funding and strategic decisions. There may also be a requirement to set up task and finish groups.</p> <p>It was noted there was no representation for young people on the Partnership. A separate forum for young people may be required, with a direct link to this Partnership. There may also be a requirement for a special needs group to be set up. These groups could have a wider role across the Local Strategic Partnership’s activity.</p> <p>Peter Stewart highlighted the numbers of students attending the College of West Anglia and expressed concerns that the Children and Young People Partnership needed to add value. Terry Cuss noted that the work of the Crime and Disorder Reduction Partnership (CDRP) needed to recognise the needs of both health and children’s services.</p> <p>Diane Thurston explained that the provision of health services had changed, as had children’s services and that it made sense for there to be partnership working. Pat George noted that from a primary school</p>	

perspective, early intervention was key. Sandra Summerfield highlighted the need for partnership working and that it would be important to get key personnel on board.

Vicky Etheridge highlighted the work of the Young People's Forum and that she would be keen to work with them to draw on their experiences.

The Chair explained that it would be difficult to set a structure where young people were fully represented. Communication would be key. This view was shared by Diane Thurston. The group needed to address how best to get representatives to talk to constituent bodies.

Sandra Summerfield noted that it would also be important to engage adult services in the group. Lynda Niles explained that each organisation would have different criteria.

The Chair outlined the key element of the Children's Act 2004 which stated that all relevant agencies had a duty to share information and co-operate with each other. Following on from this, the Common Assessment Framework would soon be introduced. This would mean that families would deal with one or two key personnel who would co-ordinate services from different organisations. The concept of children's trust arrangements was also discussed, whereby resources and funding could be pooled.

Peter Morris felt it was important to bring the views of children and young people into the Partnership without adding an unnecessary pressure or burden. The Chair also questioned how the Partnership should engage with the voluntary sector and smaller organisations. Maxine Fiander explained that she had attended the Partnership to represent the voluntary sector. Jackie Hargreaves added that she had a Norfolk wide conference planned which would engage smaller organisations and the voluntary sector.

The Chair suggested that the Partnership should not be used purely as a method of communication between organisations as the Partnership would lose direction –it needed to operate on a strategic level.

Ian Burbidge explained that the West Norfolk Partnership had strengthened its support to thematic groups. The Partnership website was being used to promote Partnership activity for example. There was also a user friendly calendar for events and consultations. Any consultative documents could also be posted on the website for circulation.

The Chair noted that the Children and Young People plan had more than 70 targets to reach and several performance indicators to measure. It would be important to identify and monitor specific local targets and ensure all organisations assisted one another. Terry Cuss explained that all agencies needed to be accountable and that measurement in this way would prove useful. Peter Stewart felt it was important to identify two or three key things that the Partnership felt would make a difference and take these forward.

Ian Burbidge explained the need to ensure that any targets linked into the Local Area Agreement (LAA) to ensure the Partnership was set up in the

best way possible.

3 Children and Young People Priorities

The Chair tabled two papers (attached) which outlined Children's Services priorities as well as the LAA priorities. The three main priorities for the LAA were to:

- Raise aspirations
- Have better supported parents and families
- Focus on prevention and early intervention

A Joint Area Review was planned for Spring 2008 at which all relevant inspectorates will assess how children and young people are supported in Norfolk. The main outcomes they will make their assessment on were:

- Health
- Safety
- Enjoyment and achievements
- Participation
- Economic development

Children's Services had recently undergone an annual performance assessment which had used these headings as a basis of measurement. These were nationally agreed outcomes.

In response to a question from the West Norfolk VCA regarding the engagement of young people in activities, the concept of network analysis was discussed whereby organisations engaged in service provision would be identified and mapped and any gaps identified.

The Chair explained that he had been part of a group that had met to discuss priorities and how they fitted into these five outcomes. A leaflet had been produced called 'Every Child Matters'. This had been the first product of the Children and Young People Partnership. It listed the nationally agreed outcomes as well as the priorities specific to Norfolk. These priorities were also tabled at the meeting.

In response to a question from Sandra Summerfield regarding the Norfolk priorities, the Chair explained that these were priorities for all organisations providing children's services and not simply Norfolk County Council priorities.

The Chair asked those present to split into groups to discuss these priorities and to assess whether they were relevant and how the Partnership will focus on what is important.

4 Feedback from Group Sessions

Key points raised were:

- Identify early intervention and the most needy families
- Identify those cases causing most concern
- Agree at what point intervention is necessary ie, early years, teenagers etc
- Use a multi agency approach
- Effective communication is key – give authority to share information between agencies
- Avoid duplication for example in the assessment process
- Use flexible working

In response to a question concerning the development of capacity of schools, it was noted that this was not simply the role of Norfolk County Council but all agencies.

Some of the wording on the list of Children's Services priorities was felt to be out of date.

Issues around preschool children were discussed, in particular the need to understand which services any particular child and their family had been in contact with, and the ability for families to access the appropriate people for help and support.

Susan Saxby highlighted the need to engage whole families as problem children may then have siblings who may follow the same course of behaviour.

Discussion arose as to which aspect of children and young people the group should focus on at present, for example family support, however it was felt that at present no decision should be made. Consultation should take place initially.

Ian Burbidge highlighted the fact that funding would be made available to help the thematic partnerships take forward actions to deliver on their priorities. The Partnerships should develop priority areas and the Local Strategic Partnership (LSP) would allocate funding accordingly. The achievement of outcomes is paramount. Ian also highlighted the West Norfolk Partnership's annual Forum to be held in December. He explained that the event would be used to develop action plans for the year ahead, based on the Partnership priorities. This process would be supported using 'DAWN' the Partnership's data observatory. Invitations to the Forum and details on how to gain access to the web based data observatory were distributed.

<p>5</p>	<p>Next Steps</p> <p>Discussion arose as to whether a separate group should meet to discuss how best to move forward and identify key pieces of work.</p> <p>It was AGREED that:</p> <p>1) Derek Wilkins, Carol Comer, Pat George, and Terry Cuss work with the Chair to ascertain the key elements for the next Children and Young People Partnership meeting.</p> <p>2) Contact details to be circulated with copies of the minutes.</p>	<p>DLJ/DW/ CC/PG/TC</p> <p>SD</p>
<p>6</p>	<p>Date of Next Meeting</p> <p>The next meeting will be held on Thursday 23rd November 2006 at 2.00pm. Venue to be advised.</p>	
	<p>The meeting finished at 11.40am.</p>	

Key Children and Young People Outcomes for Western Area

Healthy

- Teenage pregnancy rates reduced and teenage parents supported

Participation

- A youth forum is in operation and young people feel they are properly involved in decision making in the West
- A stakeholder forum is in operation
- There are adult education opportunities
- **There is effective Partnership working**
- Common assessment framework is in use across the area
- Sharing information protocols are agreed and in place

Safe

- Early intervention has reduced number of looked after children and children on child protection register and increased attainment of children who are looked after
- Children and their families are well housed
- Crime and disorder has reduced
- **Services have been developed to meet the needs of those who are vulnerable or who are not reaching their potential**
- People for whom english is an additional language are effectively supported
- Parents and carers feel supported by all agencies including adult mental health and health services
- Schools feel safe
- babies born to parents who misuse substances are supported

Economic Development

- Collaboration with Fenland and Cambridgeshire is happening
- Transport and access issues have been identified and there are plans for addressing them in place
- **children are supported by the communities in which they live**
- Recruitment and retention of staff is effective
- Public relations has raised the profile of the area
- Evaluation of practice is taking place

Enjoy and Achieve

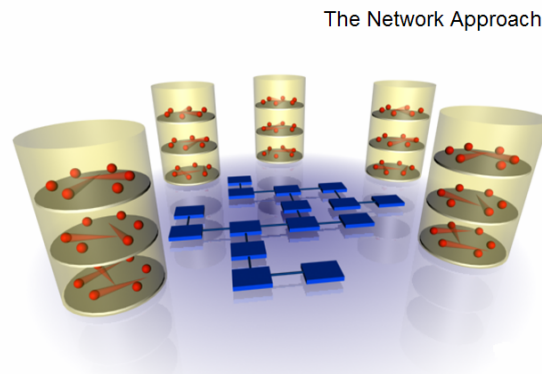
- Attitudes to learning have improved
- Environment and recreation opportunities
- Attendance at school has increased
- Exclusions from school have been prevented through early intervention and alternative education provision
- Schools feel safe
- There are effective curriculum arrangements in place for all 14-19 year old students
- Individuals do not use anti social and disrespectful behaviour
- home educated children are supported
- childrens centres have improved baseline scores for school entry
- the extended schools is clear and is being implemented
- Debt and benefit advice is available

Children & Young People 'Big Idea'

Virtual Network Analysis

Local Strategic Partnerships (LSP) were set up to encourage better co-operation not just between public agencies but also with the private and voluntary sectors.

The *virtual organisations* tackling the various themes and priorities of the LSP (the blue flow-chart in the diagram) will typically comprise 30 or 40 separate organisations (the columns in the diagram) and many hundreds of individuals (the red dots in the columns). The consultative network for the LSP therefore runs into hundreds of people. But these virtual organisations are largely invisible, not only to the public but also to some of the people most closely involved.



What is Virtual Network Analysis and what does it do?

The starting point for working better in these partnerships is less to do with the world of authority, the formal rules and bureaucratic procedures, and more to do with networks of trust and creating the opportunities for inter-agency informal understandings to blossom and grow.

Virtual network analysis (VNA) is designed to help achieve this. In particular it helps managers understand the importance and value of the networks of trust that exist within and between their organisations. It also shows that they can be an aid, rather than a barrier, to the delivery of their own targets and objectives as well as shared 'partnership' priorities.

This piece of work aims to increase this understanding in respect of services supporting children and young people. It is a way of identifying who our key partners are and how we work together. We can then identify how we can improve our partnership working – in other words, how we can break down the barriers preventing effective collaborative working. The outcome from this will work will be a clear improvement plan.

Methodology

A survey population is identified containing the names of all the people who work in a particular area or theme. They are then given access to a website where they answer questions along the lines of the following, taken from work with a Leicestershire sports partnership:

These 5 questions represent different knowledge seeking strategies everyone uses when obtaining information to get things done.

- 1. Who do you go to or talk to, to help you get day to day work done around sport and physical activity?**
- 2. Who do you go to or talk to when you need a decision relating to work around sport and physical activity?**
- 3. Who do you go to or who do you talk to when you need expert advice relating to work around sport and physical activity?**
- 4. Who do you go to or who do you talk to when exploring new ideas or new ways of working around sport and physical activity?**
- 5. Who do you make contact with to keep up to date with what's going on in the world of sport and physical activity?**

'Children & young people' is a lot broader subject area than the example above, and it would be difficult to narrow the list of names down enough to make a meaningful survey. It may therefore be appropriate to focus the survey around one of the partnership's emerging priorities.

For example, rather than ask 'Who do you go to or talk to, to help you get your day-to-day work done around children & young people' it would be more beneficial to ask 'Who do you go to or talk to, to help you get your day-to-day work done around 'looked after children?', 'the common assessment framework?' or 'early interventions for children?'.

Project Plan

By the New Year we want to have compiled a draft of the survey population to check for completeness and prepared the website, so that we can raise the profile of the work during Jan ready for the survey in February. Once complete the information is sent directly to the United States where it will be analysed (there are complicated mathematical algorithms and modelling involved!) and the final report will be produced. From this we will be able to begin the process of analysis our partnership working and developing an improvement plan.

Action Plan

What?	Who?	By When?
1 Agree focus with Children & Young People's partnership – link to one of the priorities	CYP Partnership, advised by Jeremy Hawkins	23 rd Nov 2006
2 Design / content of survey website	Laura Beveridge / Jeremy Hawkins	31 Dec 2006
3 Identify Survey Population - Populate excel spreadsheet with names (300+)	Sarah Dennis & CYP partnership members	31 Dec 2006
4 Circulate draft spreadsheet to capture omissions and finalise survey population	Sarah Dennis	19 th Jan 2007
5 Publicity / pre-survey awareness training	Jeremy Hawkins & CYP partnership members	Jan 2007
7 Conduct survey	Jeremy Hawkins	Feb 2007
8 Results back & presented to partnership	Jeremy Hawkins	March 2007

The cost of this work is met from the West Norfolk Partnership's Children & Young People's 'Big Idea' funding and will be project managed by Ian Burbidge at the Borough Council, in consultation with David Lennard-Jones.

Further information from:

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