

## **NORTH YORKSHIRE CHILDREN'S TRUST BOARD**

18<sup>th</sup> January 2010

### **CHILDREN'S TRUST COMMUNICATIONS STRATEGY**

#### **1.0 Purpose of the Report**

- 1.1 This paper introduces the draft Children's Trust Communications Strategy as proposed at the Board meeting on 16<sup>th</sup> November.

#### **2.0 Recommendations**

- 2.1 That the Board consider the draft Children's Trust Communications Strategy and endorse the Strategy, subject to revisions as a result of the consultation with the Board.

#### **3.0 Background**

- 3.1 The self-evaluation of the Children's Trust Board (Children and Young People's Strategic Partnership as was) in February 2009 identified that communication for, and about the Children's Trust could be improved. The Children and Young People's Plan 2008-11 Year 2 Revision outlined a commitment to develop a Communications Strategy to address these issues.

#### **4.0 Children's Trust Communications Strategy**

- 4.1 The draft strategy is enclosed with this paper for consideration. The Strategy reflects the vision and aims of the Children's Trust as stated in the Children and Young People's Plan and outlines proposed communications for each the stakeholders of the Children's Trust.
- 4.2 The Strategy will be supported by an action plan, which will be reviewed annually. This will be published alongside the Strategy in March 2010.
- 4.3 The Strategy will be refreshed with the commencement of the Children and Young People's Plan 2011-14 to ensure that it remains relevant and focussed on the current priorities.

**Lynette Dodds**  
**Principal Performance Officer**  
**Performance and Outcomes**

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**Communications Strategy for  
North Yorkshire Children's Trust 2010-14**

**1.0 Purpose of the strategy**

- 1.1 This document outlines the communications strategy that will support our vision and aims and raise awareness of the role and work of the North Yorkshire Children's Trust. It will outline the responsibilities of Trust members in respect of communication and their contribution to the strategy.
- 1.2 A glossary of terms is provided at Appendix A.

**2.0 Background**

- 2.1 North Yorkshire Children's Trust (formerly known as North Yorkshire Children and Young People's Strategic Partnership) was established in April 2006. It formally brought together key agencies across the County who work with children and young people and their families, to develop and deliver better and more accessible services and improve outcomes for children and young people.
- 2.2 Children's Trusts are local partnerships which exist across the country to improve the lives and futures of children and young people. They were set up following the tragic death of Victoria Climbié and the resulting 2003 green paper, *Every Child Matters*. The Children Act 2004 required every local authority to have in place a Children and Young People's Plan (CYPP), setting out how the needs of children and young people will be met, and placed a 'duty to co-operate' on relevant partners.
- 2.3 The Apprenticeships, Skills, Children and Learning Act 2009 (ASCL Act 2009) set Children's Trust Board on a statutory basis as a public body. The Children and Young People's Plan is now a statutory plan for relevant partners, the range of which has also been extended through the ASCL Act 2009.
- 2.4 North Yorkshire Children's Trust has a wide range of local partners including the County Council's services for children and young people, District and Borough councils, local health providers and the health commissioning leads, the police, youth justice, school and FE college representation and the voluntary sector.
- 2.5 Due to the geographical size of the county and the range of services and agencies involved, ensuring that all stakeholders are aware of, and involved in, the work of the Children's Trust can be challenging.
- 2.6 This Children's Trust communications strategy is for everyone with an interest in children's services, but particularly focuses on those working in children's services.

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### 3.0 Vision and aims of the Children's Trust

3.1 Our vision is...

*“.. to make North Yorkshire one of the best places in the country for children and young people, their parents and carers, and for the people who work with them”.*

3.2 Our aim is for every child in North Yorkshire, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

3.3 Furthermore, it is our aim to ensure that our children's workforce has the skills and knowledge to do the best job they possibly can to help children and young people develop and succeed across all the above outcomes. To achieve this they should be:

- Ambitious for every child and young person
- Excellent in their practice
- Committed to partnership and integrated working
- Respected and valued as professionals

### 4.0 Key objectives

4.1 To communicate the Children and Young People's Plan priorities to our target groups, as well as progress towards and achievement of our targets contained in the plan.

4.2 To promote understanding and raise awareness of service developments and changes.

4.3 To share best practice with Trust members.

### 5.0 Key target groups

- Children's Trust board members
- Affiliated groups, for example Children's Trust sub groups, Area Liaison Groups and the Local Safeguarding Children Board (LSCB)
- Children and young people
- Parents/carers and families
- Partner organisations
- Wider children's workforce

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- Voluntary and community sector
- Elected members, including Scrutiny Committees
- The North Yorkshire Strategic Partnership (NYSP)
- Government departments and inspectorates
- The media
- The general public

## **6.0 Key Messages**

6.1 The Children's Trust Communications Strategy will focus information on:

a) the cross-cutting priorities for the Children's Trust:

- Safeguarding Children
- Improving services for children with learning difficulties and/or disabilities and their families
- Achieving high educational standards
- Crime Prevention
- Implementing the 14-19 reforms

b) Awareness of the Children's Trust and how it influence decision making.

## **7.0 How we will communicate and why:**

7.1 The purpose for communicating, and the current mechanisms, have been reviewed for each target group. The communications analysis can be found in the table below.

7.2 The Communications Action Plan will detail the actions required to put in place the future opportunities identified in the analysis and it provides a 'schedule' of communication activity for each target group. The action plan incorporates the activities relating to communications in the 'Working Together' section of the Children and Young People's Plan 2008-11.

7.2 The target groups have been prioritised on the basis of availability and quality of existing communication mechanisms, the feedback from Children's Trust members in the 2009 Children's Trust self-evaluation and the resources available.

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**7.3 Communications Analysis**

Stakeholder/ Target Group	Purpose of Communications	Current Mechanisms/ Enablers	Opportunities for improvement	Priority
Trust Board Members	<ul style="list-style-type: none"> <li>• Dissemination of information</li> <li>• Best Practice</li> <li>• Positive examples of success</li> <li>• Roles and Responsibilities</li> <li>• Expectations</li> <li>• Structures/ Clarity</li> <li>• Knowing who does what</li> </ul>	<ul style="list-style-type: none"> <li>• Board Reports</li> <li>• Changing Times</li> <li>• NYSP website</li> <li>• Governance Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Code of conduct</li> <li>• Induction checklist</li> <li>• Branding guidelines</li> <li>• Mechanism for sharing best practice</li> <li>• Structure diagram for the Trust</li> </ul>	1: March 2010
Affiliated Groups Sub Groups Area Liaison Groups LSCB	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Roles and Responsibilities</li> <li>• Key Messages – know what’s happening</li> </ul>	<ul style="list-style-type: none"> <li>• Board Reports</li> <li>• Changing Times</li> <li>• NYSP website</li> <li>• SEN/ LDD Newsletter</li> <li>• Workforce newsletter</li> <li>• 14-19 Comms bulletins</li> </ul>	<ul style="list-style-type: none"> <li>• Key messages from Trust and Sub-Group meetings</li> <li>• Sub-group minutes accessible</li> <li>• Distribution lists for thematic issues</li> </ul>	1: March 2010
Children and Young People	<ul style="list-style-type: none"> <li>• Raise awareness of services</li> <li>• Encourage children and young people to get involved</li> <li>• Allow Young People’s Council/ Youth Council to engage, influence and challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Young People’s Development Workers</li> <li>• Participation Strategy</li> <li>• Youth Council(s)</li> <li>• Young People’s Council and newsletter</li> <li>• CYPF Poster</li> <li>• GIMI</li> </ul>	<ul style="list-style-type: none"> <li>• Children/ Young People’s versions of key documents</li> <li>• Key messages published on Gimi and sent to NY Youth Council</li> <li>• Looked After Children newsletter</li> </ul> <p><i>For actions on consultation, participation and feedback to children and young people please refer to the <a href="#">Participation Strategy and Action Plan</a>.</i></p>	2: June 2010

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Stakeholder/ Target Group	Purpose of Communications	Current Mechanisms/ Enablers	Opportunities for improvement	Priority
Parents and Carers	<ul style="list-style-type: none"> <li>• Inform – what services are available and how to access support</li> <li>• Reassure / raise confidence in services</li> <li>• Engage in consultation and influencing service development</li> </ul>	<ul style="list-style-type: none"> <li>• Children's Trust Website</li> <li>• Parenting Strategy</li> <li>• Families Information Service (FIS)</li> <li>• Children's Centres</li> <li>• LDD Parents Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Articles in NY Times</li> <li>• Executive summary of the CYPP available in Children's Centres, Schools, GPs etc.</li> </ul> <p><i>For actions relating to FIS, refer to the <a href="#">FIS Marketing Strategy</a></i>  <i>For actions relating to parental engagement Children Centres refer to the <a href="#">Children Centre Strategy</a></i></p>	2: June 2010
Partner Organisations	<ul style="list-style-type: none"> <li>• Awareness of responsibilities to the Children's Trust</li> <li>• Ownership of the Trust agenda</li> <li>• Shared priorities</li> <li>• Committed and involved</li> <li>• Sharing best practice</li> <li>• Identifying areas for integration and shared resources</li> </ul>	<ul style="list-style-type: none"> <li>• Board Reports</li> <li>• Changing Times</li> <li>• NYSP website</li> <li>• District leads group</li> <li>• Area Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Key messages from Trust and Sub-Group meetings</li> <li>• Sub-group minutes accessible</li> <li>• Distribution lists for thematic issues</li> <li>• Children's Trust Communication Champions in each organisation</li> <li>• Area Liaison Group – mechanism for capturing and sharing best practice locally</li> <li>• Targeting staff events</li> <li>• Information sessions through the One Children's Workforce</li> </ul>	3: December 2010
Wider Children's Workforce	<ul style="list-style-type: none"> <li>• Understand the priorities</li> <li>• Know how to access information when they need it (signposting/ personal dev)</li> <li>• How staff can influence the Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Board Reports</li> <li>• Changing Times</li> <li>• NYSP website</li> <li>• Intranet (NYYC Staff)</li> <li>• Workforce Development</li> </ul>	<p>As above</p> <ul style="list-style-type: none"> <li>• Ongoing mechanism for staff feedback</li> </ul>	3: December 2010

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Stakeholder/ Target Group	Purpose of Communications	Current Mechanisms/ Enablers	Opportunities for improvement	Priority
		newsletter • Governors newsletter • Red Bag to schools • CYPP email account		
Voluntary Community Sector	<ul style="list-style-type: none"> <li>• Link to small/ local groups</li> <li>• Influence priority setting</li> <li>• Information on services and how to access them</li> </ul>	<ul style="list-style-type: none"> <li>• Changing Times</li> <li>• NYSP website</li> <li>• Vox network and annual conference</li> <li>• Area Liaison Group</li> </ul>	<ul style="list-style-type: none"> <li>• Key messages from Trust and Sub-Group meetings</li> <li>• Stands at VOX conference</li> <li>• Information sessions through the One Children's Workforce</li> <li>• Distribution lists for thematic issues</li> <li>• Ongoing mechanism for consultation and feedback</li> </ul> <p><i>For actions relating to information on services, refer to the <a href="#">FIS Marketing Strategy</a></i></p>	3: December 2010
Elected Members	<ul style="list-style-type: none"> <li>• Knowing what the Children's Trust is and their role/ relationship to it</li> <li>• Progress reports</li> <li>• Local successes and issues</li> <li>• Money invested</li> </ul>	<ul style="list-style-type: none"> <li>• Changing Times</li> <li>• Members' Digest</li> <li>• Area Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Member briefings as part of induction or training package</li> <li>• Key messages from the Children's Trust Board included in digest</li> <li>• Structure diagram for the Trust</li> <li>• Area Liaison Group link to Area Committees</li> </ul>	3: December 2010
Scrutiny	<ul style="list-style-type: none"> <li>• Accessible information on activities</li> <li>• Performance Information</li> <li>• Priorities for Children's Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Changing Times</li> <li>• Performance Reports on CYPP and LAA to scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Key messages from the Children's Trust Board</li> <li>• Structure diagram for the Trust</li> </ul>	3: December 2010

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Stakeholder/ Target Group	Purpose of Communications	Current Mechanisms/ Enablers	Opportunities for improvement	Priority
			<ul style="list-style-type: none"> <li>• Contacts list for all sub-group chairs</li> <li>• Minutes from sub-group meetings accessible</li> </ul>	
NYSP	<ul style="list-style-type: none"> <li>• Extend CYP influence beyond the Children’s Trust</li> <li>• Link to allow CT to influence wider policy making</li> <li>• Sustainable Community Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Annual conference</li> <li>• Thematic update</li> <li>• Representation on NYSP Executive</li> </ul>	<ul style="list-style-type: none"> <li>• Key messages from the Children’s Trust Board to chairs of Partnerships</li> <li>• Structure diagram for the Trust</li> <li>• Contacts list for all sub-group chairs</li> </ul>	4: March 2011
Government and Inspectorates	<ul style="list-style-type: none"> <li>• Best Practice and case studies</li> <li>• Good news</li> <li>• Performance Information</li> <li>• Accessible public information</li> </ul>	<ul style="list-style-type: none"> <li>• NYCC Website</li> <li>• NYSP Website</li> <li>• Board Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Case study development of best practice</li> </ul>	4: March 2011
General Public	<ul style="list-style-type: none"> <li>• Enhance reputation</li> <li>• Knowledge of priorities for North Yorkshire</li> <li>• Raise Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• North Yorkshire Times</li> <li>• NYCC and NYSP website</li> <li>• Citizen’s Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Articles in NY Times</li> <li>• Executive summary of the CYPP in access points</li> <li>• Branding guidelines</li> </ul> <p>For actions relating to information on services, refer to the <a href="#">FIS Marketing Strategy</a></p>	4: March 2011
Media	<ul style="list-style-type: none"> <li>• Promote campaigns (e.g. public health)</li> <li>• Good news stories – enhance reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Communications Unit</li> <li>• Press Releases</li> </ul>	<ul style="list-style-type: none"> <li>• Children’s Trust Press Releases for campaigns and performance updates</li> <li>• Branding for Children’s Trust included in relevant partner press releases</li> </ul>	4: March 2011

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## 8.0 Timescales

- 8.1 The Children's Trust Communications Strategy will commence from 1<sup>st</sup> April 2010 until March 2014, with the action plan and priorities reviewed annually.

## 9.0 Budget and resources

- 9.1 The Children's Trust is supported by 0.4 FTE Communications Officer and a supporting budget of £10k.
- 9.2 Additional resource required to achieve the actions within the Communications Action Plan will be costed and detailed in the Action Plan.

## 10.0 Evaluation

- 10.1 The Communications Strategy will be reviewed annually in conjunction with the review of the Children and Young People's Plan to ensure it remains relevant and reflects the priorities agreed by the Children's Trust Board.
- 10.2 The effectiveness of the Communications Strategy will be monitored in the following ways:
- Delivery against the Communications Action Plan will be reviewed quarterly
  - Performance against the Communications Strategy will be included in the annual review of the Children's Trust Board and will include the indicators below.
- 10.3 The performance measures for the Children's Trust Communications Strategy are as follows:

Objective	Measure
To communicate the Children and Young People's Plan priorities to our target groups, as well as progress towards and achievement of our targets contained in the plan	<ul style="list-style-type: none"> <li>• Children's Trust Self-Assessment 'Communications' score and Section 3 question 3&amp;4</li> <li>• Increased distribution list for Changing Times</li> <li>• Increase hits on NYSP website</li> <li>• % of parents satisfied with the accessibility of information about services for children and young people</li> </ul>
To promote understanding and raise awareness of service developments and changes.	<ul style="list-style-type: none"> <li>• IIP scores (CYPS)</li> <li>• % increase on hits on the FIS website</li> <li>• % increase in individual site visits to Gimi website and % increase in access to advice and information</li> </ul>
To share best practice with Trust members	<ul style="list-style-type: none"> <li>• Children's Trust Self-Assessment 'Communications' score Q23 'Partnership successes are communicated outside of the partnership'</li> </ul>

Performance against these indicators will be reported annually.

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Authors: Barbara Shirt - Communications Officer, CYPS, North Yorkshire  
County Council  
Lynette Dodds - Principal Performance Officer, CYPS, North  
Yorkshire County Council

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Appendix A - Glossary

**Glossary of Terms**

<b>Term</b>	<b>Definition</b>
<b>14-19 Reforms</b>	New range of education and training options for young people aged 14-19. This includes the introduction of Diplomas, enhanced support for apprenticeships and changes to the organisation of post-16 provision.
<b>Area Liaison Group</b>	Meeting of local service managers. One in each Integrated Services Area. These are used to plan children's services locally, share practice and resolve issues.
<b>ASCL Act 2009</b>	Apprenticeships, Skills, Children and Learning Act 2009
<b>Children's Trust Board</b>	The decision making body of the Children's Trust, comprising executives and senior managers from a range of agencies
<b>Citizen's Panel</b>	Consultation forum comprising a sample of residents within North Yorkshire.
<b>CT</b>	Children's Trust
<b>CYP</b>	Children and Young People
<b>CYPP</b>	Children and Young People's Plan
<b>FIS</b>	Families Information Service. Online, telephone and in person information and advice on services for children and families
<b>GIMI</b>	Interactive online portal, targeted at teenagers
<b>LAA</b>	Local Area Agreement
<b>LDD</b>	Learning Difficulties and Difficulties
<b>LSCB</b>	Local Safeguarding Children Board
<b>NY Times</b>	North Yorkshire County Council monthly newsletter for residents
<b>NYCC</b>	North Yorkshire County Council
<b>NYSP</b>	North Yorkshire Strategic Partnership
<b>One Children's Workforce</b>	Learning and development programme for staff working with children and young people.
<b>Outcomes</b>	The five statutory outcomes for children's well-being: Stay Safe, Be Healthy, Enjoy and Achieve, Make a Positive Contribution, Achieve Economic Well-Being
<b>Participation</b>	The involvement of children and young people in developing, designing and feeding back on services
<b>SEN</b>	Special Educational Needs
<b>Sub-Group</b>	A working group on a particular issue, comprising a range of agencies and reporting to the Children's Trust Board
<b>Vox</b>	A network of voluntary and community sector organisations who work with or have an interest in children and young people.