

Better Start Bradford Partnership Board Minutes
Thursday 18 March 2021
Via Zoom

Meeting Started: 09:35

Meeting Ended: 11:35

Present:

Vipin Joshi	Community Board member (Chair)
Sarah Hinton	Board Member, Bradford Trident
Alex Spragg	Programme Director, Better Start Bradford
Josie Dickerson	Programme Director, Innovation Hub
Tracey Hogan	Voluntary and Community Sector Representative
Richard Padwell	Superintendent, West Yorkshire Police
Gwen Balson	Community Board member
Karen Tetley	Community Board member
Ludmila Novosjolova	Community Board member
Salma Nawaz	Community Board member items 1 to 7 only

In Attendance

Phil Hayden	Director of Programmes for Children's Services Innovation and Improvement, CBMDC (in place of Mark Douglas) items 1 to 5 only
Gill Thornton	Head of Programme, Better Start Bradford
Gill Hart	Funding Manager, The National Lottery Community Fund
Jill Duffy	Implementation Manager, Better Start Bradford
Kerry Bennett	Integration and Change Manager, Better Start Bradford
Nicola Hancock	Programme Facilitator, Better Start Bradford
Guy Dove	Programme Administrator, Better Start Bradford

Apologies for Absence:

Mark Douglas	Tom McCulloch	Ruth Shaw	Tabia Afsar
Shaheen Khan	Duncan Cooper	Jo Howes	Satnam Singh
Shaista Ahmed	Samina Begum	Ishaq Shafiq	

1. Welcome, Introductions and Apologies

Vipin welcomed everyone to the meeting and noted the apologies.

Everyone introduced themselves to each other. Richard is Superintendent for Partnerships at West Yorkshire Police. He has only been in post since January but did work in Bradford at locations connected to the Better Start Bradford area from 2001 to 2004.

2. Minutes of the Previous Meeting – 25 February 2021

The minutes were accepted as a true and accurate record.

3. Matters Arising actions table

An invitation to join a task and finish group was shared at the community prep meeting two days ago. This will review the induction process and materials and explore the development of a mentoring and buddying system.

Action: Alex to circulate the invitation to the wider Partnership Board, then a date will be set for the first task and finish group meeting.

The independent performance review was shared with the Strategic Reference Group. Some of its findings and recommendations are to be explored further with partners and fed into the wider system work.

4. Declarations of interest

There were no declarations of interest.

5. ‘Getting to know you’ session – Phil Hayden

“Born in 1965 in South Shields, Mam was a nurse and Dad a Policeman. Two sisters and a brother until 1975 when a younger brother came along.

Wasn’t fond of school and left at 16 trained to be a chef but at 18 got a job as a trainee hotel manager. Moved to London and lived for 2 years until we returned to the North East.

My life and family taught me to work hard but always knew education was the ticket to better things. Being brought up in a mining town seeing the strikes and the downfall of heavy industry; not being academic I could see the challenges of others and my own. Although Dad was a policeman we supported the miners, although this was difficult at times – feeding miners families on the quiet when Dad was at work (on the other side of the picket line!), although he knew about it as he had been at school with most of the miner’s families.

I came to local government by chance 18th March 1991, 30 years ago today. To manage the LA catering services through CCT. I was married with 2 children by then and long shifts as a hotel manager wasn’t ideal for family life and I thought LA work would be easier – how wrong I was!

By chance in 1995 there was a new opportunity to establish a new centre for children which brought me into early years’ provision; unique moment and a real trailblazer and in a sense a forerunner of Sure Start which didn’t start nationally until 1999.

Over the following years I did my Masters at Durham; progressed in my career to be a Sure Start Programme Manager and then Strategic Manager in Sunderland for integrated services and then Newcastle, where I was responsible for Standards and Effectiveness.

It was in my 30’s, building on my life experience and my last two jobs in LA’s that really formed by views and passion for children’s services, particularly early years; but also not to write off young people because they find it difficult academically. It also formed my view that by supporting families supports children, but the hardship for some families impacts disproportionately with lack of opportunity and in turn aspirations for their future.

In 2015 I went freelance and worked in Doncaster (what was meant to be 3 months became 4 years) and now Bradford to support their improvement journeys. I remain passionate about early years, rekindled by a wonderful granddaughter who is 2 years old next week. When I leave Bradford (in September) I want to have influenced the policy and thinking of children's services in a broader context and laid some real foundations for innovative practice."

Vipin thanked Phil on behalf of the Partnership Board for his presentation and commented that he also used to work in the food and catering industry and it is not easy.

Guy noted some Partnership Board members have yet to do the 'getting to know you' session and volunteers would be appreciated.

6. ICAN – contract review

Jill gave the background to ICAN which is delivered by BHT Education and Training. Its aim is to build capacity in early years settings for staff to support children's communication and language skills. This is done by delivering ICAN training to settings and helping them to gain ICAN accreditation. They also train settings on the use of the Wellcomm assessment tool which measures children's language and communication, but the use of this is below target. All settings in the BSB area were offered the training.

ICAN was a three year defined project and there was never any intention to run it beyond that, however Covid has impacted on its delivery. It has a £205k budget and is due to end in June 2021.

The Commissioning Advisory Group considered three options for the project at their meeting on 10 March. Option A is an 18 month extension to the contract which would allow the project to meet its targets. BHT have not been able to fully deliver the training due to settings being closed during the first lockdown or visit them to do the observations necessary for accreditation. The original aim was to do the training in year 1 of the contract and then the accreditation in years 2 and 3. However, Covid struck in year 2. The 18 month extension would allow training to be completed in the settings and give them an opportunity to achieve accreditation, which is a 12 month process.

A risk with Option A is that we do not know about future Covid restrictions and when settings will be able to engage. BHT have however contacted the settings and there is enthusiasm for ICAN and demand for the project. The budget for Option A is £101k.

Option B is also an 18 month contract extension but with funding to allow additional ongoing mentoring support for settings after accreditation particularly with use of the Wellcomm tool. The budget for this option is slightly higher, at £110k.

Option C is to decommission the project. The contract would still need to run until November 2021 to allow the last nursery that completed the training 12 months to gain accreditation. The impact of the project on children's language and communication would be less as fewer settings would be trained and so our outcomes would be less likely to be achieved. There would also be a possible reputational risk for BSB.

The Commissioning Advisory Group noted these points of concern and the recommendations in the Innovation Hub report, which were to extend the contract and boost the mentoring. The Commissioning Advisory Group also considered the uncertainty about future engagement of

settings, delivery and the Wellcomm tool. Before the pandemic, ICAN was on track to deliver its training and accreditation targets and was performing really well. The project has adapted to virtual delivery which has now been approved by the national ICAN team. The Commissioning Advisory Group recognised the importance of work in settings and the impact that Covid has had.

The Commissioning Advisory Group recommended Option B, which would allow settings an opportunity to complete ICAN training and accreditation, and the extra mentoring would support settings affected by the impact of Covid.

Josie said it was very hard to achieve much with ICAN last year. The project tried to implement the Wellcomm tool, which would help the Innovation Hub to look for change and impact. Wellcomm however was not implemented well in nurseries, which cannot be forced to use it. Josie's team are trying to get data sharing agreements with settings, which would pick up BiBBS children who could be used as a proxy, but the Innovation Hub will not be able to look at impact. Gill Thornton suggested work is done with the early years team at BSB who have good relations with nurseries.

Gwen asked if ICAN has an underspend and Jill confirmed it does, but we want to see from the project if they have a proposal for use of the underspend.

Ludmila asked what the support for nurseries would be and said the main problem for ICAN is low attendance of children. The ICAN training is great but there is the challenge about staff having the time and capacity. Nicola confirmed that the ICAN training is nationally recognised and upskills practitioners to help children's language and communication skills and also to work with parents. Option B allows funding for an additional member of staff to work with settings and embed the use of the Wellcomm tool (which is very useful) to support children's language and communication. It is not direct work with children but help for settings to help improve children's language and communication, which is likely to have been affected by Covid.

Decision: The Partnership Board chose Option B, to extend the ICAN contract by 18 months to enable targets to be met and provide ongoing mentoring and support following ICAN accreditation and to support the use of WellComm.

7. Accounts to 31 December 2020 and Year 7 budget

Shaista could not be present today and Alex presented the accounts. There was a £1.4m underspend from April to December 2020, which is 24 per cent of the budget. Most expenditure was depleted due to the effects of the pandemic. Governance spend is one-third lower than the budget, as there have been no face-to-face meetings and so no catering and venue costs. This also applies to there being no attendance at face-to-face conferences, including travel, subsistence and so on. Honorariums were still paid.

Conference and Events spending was also lower than anticipated. We provided sponsorship for the Bradford Literature Festival which was cancelled, however they have used the funding to deliver two webinars done during Baby Week and are currently planning a socially distanced story trail which will incorporate two Better Place sites.

Community Support/Engagement has been overspent as a result of our response to Covid. We developed and delivered wellbeing and activity packs to families across the BSB area and £2,500 was awarded to Bradford Baby Bank.

Salary expenditure was below budget as a seconded member of staff was redeployed to the Care Trust due to the pandemic, so we were not paying that salary. Some new posts we were going to recruit to were delayed due to the lockdown.

Learning Together was £19k underspent. Networking and training events were all delivered virtually. The funding towards the CTEC (Careers & Technical Education Partnership) has continued and there have been online workshops and events. In further mitigation, we have funded the development of a series of five podcasts.

Staff Welfare expenditure has increased in the pandemic, to support people with remote working. We have also funded yoga sessions for staff and some colleagues have been supported via counselling. The reduction in office costs such as printing, photocopying and stationery are self-explanatory with the majority of staff working from home.

Alex moved on to Projects and explained that the Personalised Midwifery Project spend is zero because the project was paused due to Covid, and it has now resumed. Home-Start shows an overspend, but their previous underspend was brought forward and used to purchase a new management information system which accounts for the additional expenditure.

Talking Together shows an underspend and the reasons for it include a reduction in staff hours and training not being done. Little Minds Matter are using their underspend to fund a digital ad campaign.

The Innovation Fund projects were all delayed by Covid and no further ones were commissioned. There were also no further rounds of Parents in the Lead until February 2021.

MECSH shows an underspend as its co-ordinator was also redeployed back to the Care Trust. Implementation, recruitment and training were all delayed due to Covid but are now moving forward.

Preventonomics is not progressing so will no longer be presented as a separate line, the health economics strand is being picked up in the Innovation Hub's contract. The Sustainability Project has also been delayed due to the pandemic but will be picked up going forward.

We are having conversations with all our projects about the impact of Covid, underspend and what the needs are going forward.

Alex turned to the forecast for Quarter 4 of 2020/21. We had budgeted £8m for the year, but it is now forecast to be £6.2m, for the reasons that have already been shared.

The budget for Year 7 has been calculated as £7.7m. Salaries are as accurate as we can predict, with projected start dates for new posts.

The budget for Learning Together includes our funding of CTEC, Baby Week, Knowledge Cafes and other events. Management Overheads are what we are advised of by Bradford Trident e.g. rent, cleaning costs.

For Projects, we have used what is in their service level agreements for the Year 7 budget. On the spreadsheet it is noted that they have contracts ranging from 12 months to 5 years. Carried forward underspend is shown in a new column and there are line-by-line explanations where needed.

There are three new lines under Sustainability which relate to BSB jointly funding additional capacity in 3 key areas in partnership with Public Health. These are the ACEs (Adverse Childhood Experiences) Co-ordinator, Perinatal & Infant Mental Health Support through My Wellbeing College and specialist support within the Health Visiting team and additional capacity to support the Breastfeeding Strategy.

In the meeting pack papers Shaista provided a breakdown of the grant award and leverage funding. At almost £28m at the end of Year 6 we were just over halfway through our overall spend. Graphs showing the budgeted spend against the actuals were also produced project-by-project, in response to a discussion in the Finance & Audit Sub-Committee.

Decision: The Partnership Board notes and accepts:

- **The accounts for the nine month period ending 31 December 2020**
- **The forecast for the year ending 31 March 2021**
- **The budget for 2021-22.**

8. Innovation Fund and Parents in the Lead

Gill Thornton apologised as this item should have been discussed by the Partnership Board two or three months ago. A decision is needed today on some matters as there are immediate pressures.

Gill Thornton described the background that we decided to set aside some funding for innovation in the programme. In 2017 the Partnership Board made a decision to have two funding streams. Parents in the Lead was to fund activities led by parents of age 0-3s for parents of 0-3s based on the programme outcomes. Parents in the Lead began in 2017. The budget was £30,000 for year 1 updated each subsequent year. Funding for activities was initially up to £2,000 per project. This was later increased to up to £2,500 and the application process was simplified. There is a case to look at Parents in the Lead again post-Covid as there are new ways of reaching people.

Parents in the Lead has proved very popular and successful. There have been 11 panel meetings (a further 4 were cancelled due to the pandemic). Another panel meeting took place last week and all 8 applications were approved. Over 50 groups have been funded and £103k has been spent to date.

The second funding stream created was the Innovation Fund which was distributed following a process of tendering to identify projects bringing new ideas and approaches or addressing gaps in the programme. These would be pilot projects costing up to £100,000. It began in 2018 with consultation and a workshop and the tendering process launched in 2019.

A lot of lessons were learned from the Innovation Fund process. The Commissioning Advisory Group were the decision panel and did not predict the high number and variety of bids submitted. A robust assessment process took longer than expected and lots of clarification was needed. Five Innovation Fund projects were eventually approved. A lessons learned

paper was produced with changes identified for any future rounds and shared with the Partnership Board.

Gill Thornton outlined the Innovation Fund projects funded and their current status. HABIL is the oral health project and is delivering virtually, practical resources have been provided and it should complete this year.

Older Yet Wiser is aimed at grandparents and it has been decided that virtual delivery would not be suitable. Consultation has been completed and they aim to start delivery in September 2021 for three years.

The other three Innovation Fund projects have started but delivery has been severely affected by Covid, so we are asking for them to be funded for a further year. For the Womenzone Play Gym and Healthy Eating project, the building alterations have been completed and equipment installed, a worker has been appointed but has so far been unable to deliver the planned sessions. Funding the post for an additional year would enable the project to deliver and allow us to measure its impact. The budget is £67k and the plan is to start delivery in September 2021. There is likely to be underspend which will contribute to this extension but the additional budget required is not yet known.

Sharing Voices Resilient Dads started in October 2020. Staff are in place and virtual engagement and 1:1s are being done. Due to the pandemic they have not been able to deliver face-to-face groups or engagement which is critical for this project. The project is in a good state for the current situation with 200 people initially engaged at taster events. We are requesting additional funding from September 2021 for a further year, so they can (hopefully) do face-to-face delivery etc. Two staff are in place and they are doing virtual delivery so there is unlikely to be much underspend. It would be interesting to compare virtual and face-to-face delivery when measuring the impact of the project.

Horton Community Farm has partly delivered the Innovation Fund project we are funding but not the 'Grow to School' element as the children have not been allowed on site. As part of the Covid response they adapted their offer including issuing seed/growing packs to BSB families. They have also helped develop some interactive garden spaces at St Stephens. The current funding (partly funded by Better Place) comes to an end this month and the Partnership Board would need to approve a year's extension today.

Gill Thornton moved on to the future of the Innovation Fund. A lot of lessons have been learned as mentioned in the Partnership Board report of October 2019. The process was too complex and the criteria was unclear. The projects were due to start delivery in early 2020 but Covid has significantly impacted this.

Following consideration at BSB's Leadership team they have suggested there are no further rounds of open bidding for the Innovation Fund for the following reasons; the continuing uncertainty of the pandemic makes it difficult to plan a timeline, there is not capacity within the BSB team to oversee it and recruitment to current vacancies will further delay implementation. It would take six months from launching a new Innovation Fund round to the commissioning process, and as delivery would not start until mid-2022, it would be too late to produce any learning of value.

However, there are potentially a couple of areas of work which have previously been identified which could be further developed and we could directly commission instead of an open round.

There has been ongoing work to explore a potential Sleep project which was proposed in the original Innovation Fund round. Small numbers of families would be involved at first and this would likely be a joint funded project with partners. Gill Thornton said this project has real potential, sleep issues are regarded as a public health issue.

Gill Thornton confirmed that BSB are also in ongoing discussions with the police about a potential Innovation Fund project. However, the police have had lots of changes in personnel and the pandemic has delayed the negotiations. The project would support families with age 0 to 3s where young parents were involved or at risk of involvement in the criminal justice system. Richard asked who BSB had been dealing with and Gill Thornton confirmed it was Inspector Michael Cox but he has moved on to another role. Richard advised that Michael would still have some involvement and also suggested Inspector John Toothill who is based in Bradford East and will attend the next Strategic Reference Group. Richard can ensure BSB have the right conversations with the right people when we identify who might benefit. Gill Thornton confirmed the project comes up at Prevention and Early Help meetings which the police attend and the idea would fit with the lead practitioner model and wider discussions. This is a potential Innovation Fund project and would be genuine innovation.

Gill Thornton said now is the time to consider the future of Parents in the Lead with a focus on how it will build a legacy for the programme. It is suggested that the Partnership Board refer this to the Commissioning Advisory Group, through which a working group could be set up including Community Board members to design the future of Parents in the Lead. This should decide how to build more sustainable capacity, build skills and embed BSB messages and should be run alongside the Neighbourhood project. The group would explore the scope of the funding, the amounts and how we measure impact.

The total budget currently committed is £671k which is split between £484k for the Innovation Fund and £186k for Parents in the Lead. The estimated spend so far is £448k, however we do not have all the claims yet. The proposed spend on extended Innovation Fund projects is £216k minus any underspend we are yet to quantify. The Parents in the Lead budget from April 2021 is £65k.

The budget less spend so far is £222k and we are proposing a spend in the region of £271k which would lead to an overspend. However the Partnership Board adopted the principle that where possible uncommitted underspend from projects should be diverted into the Innovation Fund. The request is for an agreement in principle to an increase in the budget for both the Innovation Fund and Parents in the Lead, to be ratified at the June 2021 Partnership Board meeting when budgets are agreed.

Tracey said she would welcome the increase in funding for Parents in the Lead, and supporting sustainability in local communities. She asked about the Innovation Fund being a pool of funding targeted against need. Gill Thornton confirmed BSB are not allowed to provide grant funding and the awarding of the funding is managed through agreements to deliver a contract, the proposal is that there is no broad tendering process as this created significant challenges previously. Instead in relation to the two potential projects, we are suggesting spot-purchasing and partnering to commission delivery with the police (that project would not be delivered by the police) and to tender the Sleep project, as more than one organisation is interested.

Tracey asked how we identify unmet need and observed that people with unmet needs are difficult to engage. Gill Thornton explained that no Level 3 or 4 services are offered by us

(except Baby Steps which is potentially Level 3) and we do not do acute work. We have looked at the challenges of people who are engaging, including people with mental health issues. Gill gave the example that an Innovation Fund request for a specialist playgroup for children with autism was refused as this is an area not within the BSB remit. Ludmila shared that Parents in the Lead had funded a group for children with additional needs and with no official diagnosis.

Applications in the original round of the Innovation Fund contained things outside our remit. Tracey reiterated that it is a challenge to engage parents, and mentioned ACEs and unmet needs, and said the wider system does not meet these needs either which do not sit with any one agency. Gill Thornton agreed, citing the funding we have provided for 50% of the ACEs Co-ordinator and the work we undertook to develop the strategy which was launched at the event yesterday and the Resilient Dads project as ways we are committed to addressing the challenges Tracey identified and are investing in this area of work.

Gwen welcomed the proposed Sleep project and said she would be interested to see the research around it, and agreed that Parents in the Lead plans should go back to the Commissioning Advisory Group. However she was disappointed there will be no further round of the Innovation Fund. Gwen remarked that Covid has produced an opportunity for more innovation, though she understands BSB's staffing reasons etc. She suggested being more creative about new ideas in a pandemic. The BSB report also mentioned the uncertainty caused by Covid restrictions and that three Innovation Fund projects are being funded. Gwen asked how the risks are being managed and remarked that a clearer budget is needed.

Gill Thornton said she understood Gwen's disappointment and added that we are thinking about legacy and sustainability and there would potentially be an opportunity for the new ideas Gwen was envisaging being supported through a refreshed Parents in the Lead fund. In addition organisations can think about new ways of doing things, and there has been learning about virtual methods and there will be innovation. BSB still can fund innovation without an open commissioning round and the pressures one would put on us. We will come back to the Partnership Board with a more detailed budget. The decision about Horton Community Farm needs to be made today but the other two projects could be deferred until a more detailed budget has been prepared.

Gill Thornton gave reassurance that all projects have a detailed risk strategy and the issues leading to delayed delivery will be reviewed prior to further funding being awarded.

Vipin noted BSB can come back later with underspend figures but can continue the projects until then, and projects have found new ways of delivering.

Decision:

- **The Partnership Board agrees the extension to the funding for Horton Community Farm.**
- **The Partnership Board agrees in principle to an increase of the Innovation Fund budget for both parts of the fund (to be ratified at the meeting when budgets are agreed).**
- **The Partnership Board agrees a review of Parents in the Lead to be undertaken by the Commissioning Advisory Group, including consultation with the current panel, PITL groups, Community Board Members and other parent groups. Recommendations of changes to return to Partnership Board in May 2021.**

- **The Partnership Board agrees to not have any further tendering rounds of the Innovation Fund but to hold a budget for potential projects for one year. Any such projects to be discussed by Commissioning Advisory Group and commissioning process to be agreed by the Partnership Board based on their recommendations.**

Action: BSB to develop a business case for extending the contracts of Womenzone and Sharing Voices, including more sustainability information for Womenzone, and bring it back to the May Partnership Board.

Gill Thornton confirmed that our decision does not preclude the Commissioning Advisory Group and Partnership Board funding further Innovation Fund projects. We have the criteria, but there will be no open-ended tendering process.

9. Programme monthly report

Gill Thornton shared that a lot of work has gone into the Community Engagement interactive logic model which is now complete and we are grateful to all who contributed.

The new Story Trail at Bowling Park has been completed and received very positive feedback. BSB parents including Ludmila are speaking at the National Children's Bureau annual event on 25 March, with the National Lottery Community Fund and all the other A Better Start sites.

We have developed a new referral tool. This is currently available as a pdf and a printed version has been distributed, an online version is in development. The referral tool has been developed following extensive consultation and testing with a large number of partners.

Our virtual antenatal classes have now finished and were a great success. We have stopped them because BRI have taken over responsibility and are beginning their own online classes. We are looking at the learning from the classes for our review of our whole antenatal offer, and a potential replacement for HAPPY.

A Masterclass with the other ABS sites took place recently about the response to Covid and reaching underserved families. This was a very good event and a link to the content can be shared.

The ACEs strategy launch took place earlier this week. 120 people attended and Samina delivered an excellent introductory speech. Lots of work has been done to get to this point and is good to see things like trauma-informed support being recognised. We have also released an ACEs podcast and the link is on the BSB website.

The Perinatal Peer Support project is the only project in amber due to concerns regarding low and inappropriate referrals. Work has been done on linking into pathways, so referrals are rising.

Four podcasts have now been recorded, the third one 'Is Dad OK?' (focusing on the mental health of Dads) has had phenomenal feedback and Gill Thornton encouraged all to listen to it. Statistics relating to the podcasts will go into a future programme monthly report. We have also developed a BSB app which will be released shortly.

Gill Thornton again mentioned the annual event (Parents in the Driving Seat) next week which is parent-led and she encouraged all to attend.

A risk has been identified in relation to a significant fall in referrals from health visitors. This is believed to be due to the fact that they have moved to a new model with people changing teams who will not know about us, and they are not having as much face-to-face contact with families. We are working with the service to mitigate this.

Jill said we have two requests for contract extensions to consider today. These projects were prioritised when we looked at the Covid impact on projects, as previously agreed. Breastfeeding Support were not able to deliver Phase 2 of their project due to the pandemic (building social supportiveness within the community to support breastfeeding mothers) and would like to trial an online group. The budget for a six month contract extension is an additional £78k. The Commissioning Advisory Group recommend we approve this request.

Incredible Years have also not been able to deliver their project as anticipated and have an underspend of £100k. They have put forward two options; the first is a 7 month contract extension which should allow them to meet their targets. This would be funded via underspend and an additional £7,160. The second option is a 12 month contract extension which would allow a longer time for delivery. The project could support more women and give more courses. The Commissioning Advisory Group have recommended the seven months option.

Vipin agreed that these two projects have been raised as a priority to the Partnership Board before.

Decision: The Partnership Board agrees a six month extension to the Breastfeeding Support project.

Decision: The Partnership Board agrees a seven month extension to the Incredible Years project, to 31 March 2022.

10. Quarterly Strategic update

Action: Alex to circulate the quarterly strategic update via email.

11. Any other business

Thanks were offered to Samina for her talk at the ACEs launch event.

Alex invited all to book on to the NCB annual event on 25 March and she will re-send the invitation. Some parents and BSB staff are contributing to the content.

Vipin raised a couple of issues that were brought up at the community prep meeting which may be brought to a future Partnership Board. Samina had talked about a plan for after BSB and a community readiness model. It was also noted that BAME staff are not applying for BSB jobs and there is a query over where the jobs are advertised.

Vipin thanked everyone for attending the meeting and noted there are a lot of Zoom sessions. He asked if everyone had felt they had an opportunity to contribute to this meeting and all agreed that they had.

12. Date of next meeting

The next meeting is provisionally on Thursday 22 April 2021, via Zoom, starting at 5.30 pm.

The meeting closed at 11.35 am.