## What are clusters and what do they do?

### The city wide picture

Clusters began life as extended services for Leeds schools and have grown to engage a range of partners who provide early help, early intervention and prevention services for children, young people and families.

There are 25 clusters across Leeds with established local partnerships. They include, amongst others, representatives from schools and governors, children's centres, children's social work, police, youth services, housing, voluntary sector, health, local elected members and senior officers from children's services.

The Leeds citywide cluster model is a unique partnership approach for supporting vulnerable children and families. It has citywide endorsement and nationally from the Leeds Ofsted 2015 Report, which stated that the cluster model is "effective at identifying needs and offering timely early help to pupils", "helping to drive improvements in all pupils' attendance" and that through the cluster model "there are extensive early and targeted help services available to families at the first emergence of a problem, delivered by knowledgeable, confident and well-trained practitioners."

Put simply, our evidence base to date shows that:

**Targeted Early Intervention Work in Clusters + Good Teaching In Schools = Better Attainment**

Since 2012, cluster funding has included an annual £5.2m top slice investment by Schools Forum of the dedicated schools grant. The government is introducing new funding regulations from April 2017 so 2016/17 will be the last year that Schools Forum can top slice funding to clusters. After this it is expected that this additional funding will go directly back into school budgets. Discussions are now taking place to look at how we enable cluster working to continue whilst establishing a new approach to funding.

### With clusters in Leeds we are stronger together. We benefit from:

- Targeted early help work which supports better attendance and attainment
- Investment in counselling in schools
- Intensive Family Support
- As insurance policy i.e. a safety net for families or pupils in crisis
- Local knowledge
- Domestic abuse work
- Closer working with children's centres
- Parenting programmes
- Remodelled cluster based Children's Social Work Service

- Guidance and support meetings
- Families First to co-ordinate support for families with multiple problems
- Reduced numbers of young people not in education, employment or training (NEET)
- Investment in Targeted Services Leaders
- Access to Family Group Conferencing
- Quality Assurance and workforce development
- Reduced Children in Needs (CIN)
- And the list goes on…

### In addition to this…

Cluster working has been an integral part of the improvement journey in Leeds; they have enabled us to safely reduce the number of children in care, children on children protection plans and children in need.

From time to time all schools have pupils who require additional targeted support. Clusters provide an 'insurance' that schools can dip into when their pupils need that additional support without having to contract key services separately. Clusters are increasingly providing a geography on which further investment can be attracted. For example, the additional £1.5m health funding for counselling services and the investment from our Family Valued innovation programme.

### CHESS and NEtWORKS – Information about our cluster

The CHESS and NEtWORKS cover **1** through school, **11** primary schools and **5** children's centres. There are around **13,242** children and young people living in the area with **6,228** on a local school roll in the cluster.

The main direct funding sources for work in the cluster are currently from Schools Forum, Leeds City Council Children's Services (for targeted services) and Leeds Clinical Commissioning Groups (for MindMate)

Our Schools Forum cluster budget in the current financial year is £202,021 for CHESS and £153,917 for NEtWORKS. This budget is generated using a formula based on numbers on roll and free school meal entitlement in each school.

Cluster governance is through the CHESS JCC and NEtWORKS CLG which has representation from Local Schools, Children's Centres, Social Care, Police, Health, Third Party and Voluntary and Leeds City Council.

Key things in our current cluster business plan are: early help work and family support services to help children

improve attendance, behaviour and attainment at school and help their parents; activities for vulnerable children, young people and families; and, well-being and counselling services to support social, emotional and mental health. Our vison is that families are at the heart of everything we do and we use an innovative approach to ensure that life chances are enhanced and potential is fulfilled.

A range of universal, targeted and specialist services for children are now more closely aligned with the cluster, supporting improved access to services and better service co-ordination for families. This includes dedicated social work input to the cluster, along with youth services, early start and targeted services such as intensive family support services.

**CHESS and NEtWORKS – Progress in our cluster**

We produce an update report every six months to highlight progress in the cluster and local developments. This includes progress with the three children's services main priorities or 'obsessions' of safely reducing the number of children looked after, reducing the number of young people not in education, employment or training and reducing school absence.

The latest information prepared in Autumn 2015 is shown below. The full report and other information about the cluster is available from Steve.lake@leeds.gov.uk

**Monthly obsessions tracker by cluster**
**Month: March 2015**

Select cluster from drop-down box below:
C.H.E.S.S.

| Obsession | Latest position | Change since last month | % change since CYPP start | Change since CYPP start | Progress since CYPP start |
|---|---|---|---|---|---|
| Safely reduce the number of children looked after | 91 | 2 ⇧ | -24% ⇩ | -28 ⇩ |  |
| Reduce the number of young people not in employment, education or training (unadjusted NEET) | 98 | 3 ⇧ | 4% ⇧ | 4 ⇧ |  |
| Reduce school absence: primary | 5.4% | N/A | N/A | -1.9 ⇩ |  |
| Reduce school absence: secondary | 0.0% | N/A | N/A | 0.0 ⇔ |  |

Notes
1 - The change columns for absence data are expressed as percentage point increases/reductions.
2 - Absence data covers HT1-5 of each academic year and is updated once annually
3 - From April 2013 Wigton Moor primary school moved from EPOSS to Alwoodley. This has the effect of moving three LSOAs from EPOSS to Alwoodley.
 Population totals have been updated accordingly which are part of the reason for substantial rises in CLA and NEET in Alwoodley since the start of the
CYPP and corresponding falls for these indicators in EPOSS.

so proud of my son"
Dad is now feeling less stressed.
At school the incidents of bullying have reduced.
A feels safer and more settled.

Pre SDQ score 18
Post SDQ score 12

| CHESS and NEtWORKS Cluster Contact Details |
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**Cluster Targeted Services Leader :** Steve Lake**:** Steve.lake@leeds.gov.uk

**Cluster Targeted Services Officer:** Lauren Dunstan lauren.dunstan@leeds.gov.uk

**Cluster Leader:** Lucy Hart**:** lucy.hart@leeds.gov.uk

**Cluster Chair CHESS-**Julie Harkness Bracken Edge Primary School Head Teacher
julie.harkness@stf.brackenedge.leeds.sch.uk

**Cluster Chair NEtWORKS-** Stephen Watkins Millfield Primary School Head Teacher
SW@mfprimary.com

**Cluster Local Authority Partner CHESS-** Anne Fell: Anne.Fell@leeds.gov.uk

**Cluster Local Authority Partner NEtWORKS-**Barbara Temple: barabara.temple@leeds.gov.uk

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**Monthly obsessions tracker by cluster**
**Month: March 2015**

Select cluster from drop-down box below:
NEtWORKS

| Obsession | Latest position | Change since last month | % change since CYPP start | Change since CYPP start | Progress since CYPP start |
| --- | --- | --- | --- | --- | --- |
| Safely reduce the number of children looked after | 19 | 0 ⇔ | -32% ⇩ | -9 ⇩ |  |
| Reduce the number of young people not in employment, education or training (unadjusted NEET) | 45 | 0 ⇔ | -4% ⇩ | -2 ⇩ |  |
| Reduce school absence: primary | 3.4% | N/A | N/A | -2.4 ⇩ |  |
| Reduce school absence: secondary | 5.1% | N/A | N/A | -5.0 ⇩ |  |

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| The CHESS and NEtWORKS covers the following children's centres and schools: | |
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| **Children's Centres:** | Carr Manor, Meanwood and Chapel Allerton, Chapeltown, Bankside, Harehills. |
| **Primary Schools:** | Bankside, Bracken Edge, Carr Manor, Chapel Allerton, Harehills, Hillcrest, Holy Rosary and St Anne's, Hovingham, Hillcrest, Meanwood, Millfield, St Matthews. |
| **Through Schools:** | Carr Manor |
| **The main cluster services available in CHESS and NEtWORKS are:** | |

**Cluster Leader of Cluster Services:** Lucy Hart
**TSL of Clusters is :** Steve Lake
(TSL is funded from LCC Children's Services)

| Cluster Services: (funded through cluster business plan) | LCC Children's Services include: (no direct charge to cluster) |
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| **Family Support Work:** NEtWORKS 0.8 FTE          CHESS     1.3FTE **Domestic Violence Worker**: C&N 0.7FTE | **Children's Social Work Service:** Cluster based team at Morsedale Lane – during 2014/15 there was attendance by **Team Manager at all Guidance and Support meetings equating to 48 hours work at a cost of £1,292** |

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| **Emotional Wellbeing Worker**: C&N 1 FTE | **Youth Service:** Targeted 11+ youth work and 1-2-1 work with young people. |
| **Attendance Officer**: CHESS 1 FTE | |
| **Play Therapy:** CHESS 0.5 FTE      NEtWORKS 0.3 FTE | **Early Start:** Early Start teams in Harehills, Chapeltown, Shepherds Lane, Meanwood and Chapel Allerton and Carr Manor Children' s Centres |
| **NEST Space:** 0.6 Assistant Head teacher      1 HLTA      2 BSW | **Targeted Services:** in 2014/15 academic year there were the following pieces of work and payments in kind : 0.5 TSL post - PO6 - £25,902 – half due to half role being LCC work. |

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| **Commissioned Services:** Well Being and Counselling Work 0.6 FTE NEtWORKS Speech and Language Therapy: £31,000 0.6 FTE (Term Time only) CAMHS 0.8FTE West Yorkshire Police: Safer School Police Officer 1FTE | 0.25 TSO Post – PO4 - £11,550 – only came into post half way through academic year and as above half role solely LCC. 27 Attendance cases worked during period, average cost per case £400 so total £10,800. 73 Third Sector Families First Cases worked across the two clusters, average cost per family £2,700 total cost £197,000. |
| **Activities:** Total Sport physical activity sessions (delivered to 174 children). Family holiday trips (attended by 242 parents/children or 39 families). | 12 BARCA Referrals made from YIP commission – costs to be confirmed. 28 FIS/MST/SIGNPOST cases picked up during this period – cost to be confirmed. |

| Cluster Funding in CHESS and NEtWORKS |
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The latest business plan for both clusters were  signed off by the CLG and JCC in Autumn 2015 and was approved by Schools Forum in its October 2015 meeting.

The cluster business plans covers plans for expenditure of **£465,741** in **CHESS** and **£346,540** in **NEtWORKS** over the current financial year including a contribution of **£355,938** from Schools Forum.

Across the city the average spend per pupil from the Schools Forum budget per year equates to approximately £50 per pupil on a school roll.  For pupils on roll in **CHESS & NEtWORKS** schools the **£355,938** Schools Forum budget equates to just under **£75** per pupil in **CHESS** and **£55** per pupil in **NEtWORKS** in the current year.

| Major items of cluster expenditure in CHESS &NEtWORKS | Indicative costings for some of the services accessed through the cluster (per case) |
|---|---|
| | **This is purely for staff salaries and does not include other costs.** |
| Cluster management, case support & administration: £85,460 | **Cluster based services:** Family support work with family, estimate based on work with family over 6-12 weeks  £250  to £500 |
| CHESS Family support work: £38,904 NEtWORKS Family Support: £24,064 | |
| CHESS Play Therapy:£14,840 NEtWORKS Play Therapy: £10,000 | Counselling service, estimate based on work with young person or parent over 6-10 weeks - £440  to £735  Summer trips for families with **92** children **£5,040** |
| Counselling and well-being services: £30,600 | **Access to Children's Targeted Services:** Intensive family support service, estimate based on work with family over **28** to **12** months – **costs to be confirmed.** |
| NEtWORKS Speech and Language Therapy: £ 33,000 | |
| CAMHS: £ 36,820 | |
| Safer Schools Officer: £23,540 | |
| Domestic Violence Support Worker: £32,480 | |

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| CHESS Attendance & Admission Lead:£ 35,000 | |

| Examples of recent work in CHESS and NEtWORKS |
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The main requests for specific cluster service support are currently for Family Support and Counselling (Requests Sep15-Feb16).  There are also 167 families with multiple problems on the Families First programme living in CHESS & NEtWORKS.  An update on each of these is provided at each cluster partnership meeting.  The following two case studies briefly highlight the work being done and the benefits to children and their families.

| Case Study A – child A in local primary school | Case Study B – family with two children, one primary age, one college age |
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| **What were the issues?** Children had witnessed domestic violence between mother and father.  Children had poor attendance, and S was not able to concentrate in school. S did not understand his emotions. S was also insecure at home, always checking if windows and doors were locked. S was also bed wetting. D had difficulties with her speech and hearing. Mum was currently serving a suspended sentence for perverting the course of justice. Her ex-partner was jailed for murder. Mum also had health issues, abdominal pains and was frequently attending hospital appointments. S had also been shown a picture by dad of paternal grandmother, hanging herself. | **What were the issues?** A aged 7y lives in Harehills and attends the local Primary. He presently lives with his elderly sick father after his mother, two sisters, a half-brother and half-sister fled to live in Kirklees without notice, 6 months ago. Dad who has learning difficulties and suffers from panic attacks was unable to manage A's whereabouts and the police were regularly involved in searching for him after he had absconded. School were concerned that A was being picked on for his hygiene as well as struggling to cope with being abandoned by his mother. |
| **What did we do?** The CAF meetings took place every 8 weeks. Mum attended on time with her friend for support. Referral to Watoto for one to one support for S- this was to look at feeling safe and secure emotional literacy and confidence work. These were weekly sessions for 45 minutes. Mum attended meetings with Probation worker, who supported mum in looking for workshops/ IT classes. The monitoring of S's bed wetting- mum kept a log of S's drinking and number of times attending toilet. The local PCSO regularly checked in with the family, and patrolled the area to ensure family felt safe. D was seen by a speech and language therapist in school. Mum wanted to improve her relationship with her mother, (children's grandmother in Pakistan) | **What did we do?** We agreed some 1 to 1 time for A was important to enable him to talk about his loss as well as providing Dad with some parenting strategies and a whole class approach on anti-bullying. I did 8 sessions with A in school exploring his strengths, resilience and feelings. We explored his family tree and present support networks. On 3 home visits with Dad and A we agreed boundaries of the perimeter where he was allowed to play out. We decided on the time he was due to come in and agreed he would take an alarm clock as a reminder. For motivation to achieve the new rules, A made a Star Chart and gave Dad the Stars to enable him to reward A. I also discussed the importance of cleanliness to reduce bullying. At a school level I discussed the importance of A having one member of staff to report incidents to in order to keep an account of events and the teacher spoke to the whole class. |
| **What difference has it made?** The children began attending breakfast club, which meant they were no longer late for school. The children had registered with the dentist. Appointments were made for both children- S for bed wetting and D for grommets in her ears. Mum made regular calls to Pakistan to stay in contact with her mum S enjoyed meeting on a weekly basis and doing arts and crafts. | **What difference has it made?** During the work Dad made a couple of other requests, help with claiming benefits for A and help searching for his eldest two sons who had been taken into care. I was able to find him a benefits advisor and speak to social care about writing a letter on his behalf.  As a result of the intervention Dad was back in control of A's behaviour. He now comes home on time every day and doesn't stray beyond the boundaries. Dad said "I am |