

## 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:

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| <ul style="list-style-type: none"> <li>• Targeted early help work which supports better attendance and attainment</li> <li>• Investment in counselling in schools through TAMHs</li> <li>• Intensive Family Support</li> <li>• As insurance policy i.e. a safety net for families or pupils in crisis</li> <li>• Local knowledge</li> <li>• Domestic abuse work</li> <li>• Closer working with children's centres</li> <li>• Parenting programmes</li> <li>• Remodelled cluster based Children's Social Work Service</li> </ul> | <ul style="list-style-type: none"> <li>• Guidance and support meetings</li> <li>• Families First to co-ordinate support for families with multiple problems</li> <li>• Reduced numbers of young people not in education, employment or training (NEET)</li> <li>• Investment in Targeted Services Leaders</li> <li>• Access to Family Group Conferencing</li> <li>• Quality Assurance and workforce development</li> <li>• Reduced Children in Needs (CIN)</li> <li>• And the list goes on...</li> </ul> |
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### 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 and other cluster services and the investment from our Family Valued innovation programme.

### **Alwoodley, Roundhay and Moortown (A.R.M) Cluster – information about our cluster**

The **Alwoodley, Roundhay and Moortown Cluster** covers **5** Secondary Schools, including 'Roundhay Through School', **15** primary schools and **3** children's centres. There are around **14,211** children and young people living in the area with approximately **9,410** on a local school roll in the cluster (Jan 2013).

The main direct funding sources for work in the cluster are currently from Schools Forum, North East Area Inclusion Panel (AIP), Leeds City Council Children's Services (for targeted services) and Leeds Clinical Commissioning Groups (for additional EH&WB and FSW services).

Our Schools Forum cluster budget in the current financial year is **£348,776**. 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 A.R.M Cluster Joint Collaborative Committee (JCC) which has representation from local schools and partners, a Resources and Management Committee and Vulnerable Children, Young Peoples and Families Committee. The cluster is currently commissioned by the Early Start Team to deliver Children's Centre Services which sits within the cluster governance model.

Our current cluster priorities are summarised as follows:

- **Early Help work and Family Support Services - to provide a 'Think Family' service for 0 – 19 year old children, young people and their families, working together with cluster Early Start and Children's Centre Services and other partners, to provide early intervention and targeted support to vulnerable C, YP & Families to help children improve attendance, behaviour and attainment at school.**
- **Emotional Health & Well Being Services & Support - to deliver an early intervention, evidence based mental health support service for schools, pupils and parents to support social, emotional and mental health (including support/advice and training for staff).**
- **Vulnerable Children, Young People and Families – to facilitate training, promote information sharing and communicate changes in services, in order to enable schools to better support vulnerable children and young people in the identified areas below:**
  - **Emotional Wellbeing & Mental Health**
  - **Domestic Violence**
  - **Behaviour & Inclusion**
  - **Child Sexual Exploitation (CSE), PREVENT & E Learning.**

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.

### **Alwoodley, Roundhay and Moortown Cluster – 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 **September 2015 for the Alwoodley and NE/XT Cluster** is shown below. The full report and other information about the cluster will be available from **Jo Odu – A.R.M Cluster Leader** [jodu@armcluster.co.uk](mailto:jodu@armcluster.co.uk) following the JCC meeting in February 2016.

## NE/XT Cluster - Monthly obsessions tracker – Sept 2015

### Monthly obsessions tracker by cluster

Month: **September 2015**

Select cluster from drop-down box below:

**NEXT**

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	15	↓ -2	↓ -6.3%	↓ -1	
Reduce the number of young people not in employment, education or training (unadjusted NEET)	36	↓ -2	↓ -12.2%	↓ -5	
Reduce school absence: primary	3.0%	N/A	N/A	↓ -1.5	
Reduce school absence: secondary	4.7%	N/A	N/A	↓ -2.1	

#### 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.

## Alwoodley Cluster - Monthly obsessions tracker Sept 2015

### Monthly obsessions tracker by cluster

Month: **September 2015**

Select cluster from drop-down box below:

**Alwoodley**

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	15	⇒ 1	↑ 36.4%	↑ 4	
Reduce the number of young people not in employment, education or training (unadjusted NEET)	22	⇒ 1	↓ -15.4%	↓ -4	
Reduce school absence: primary	3.0%	N/A	N/A	↓ -2.5	
Reduce school absence: secondary	4.5%	N/A	N/A	↓ -1.9	

#### Notes

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**The Alwoodley, Roundhay and Moortown (A.R.M) Cluster covers the following children's centres and schools:**

<b>Children's Centres:</b>	<b>Alwoodley CC, Roundhay CC and Moortown CC.</b>
<b>Primary Schools:</b>	<b>Allerton CE, Highfield, Alwoodley, St. Pauls RC, St. Urbans RC, Brodetsky, Wigton Moor, Khalsa Academy, Moor Allerton Hall, Moortown, Talbot, Kerr Mackie, Gledhow, Roundhay St. Johns CE, Immaculate Heart RC.</b>
<b>Secondary Schools:</b>	<b>Allerton Grange, Roundhay Through School, Allerton High, Cardinal Heenan RC, Leeds Jewish Free School.</b>

**The main cluster services available in the Alwoodley, Roundhay and Moortown (A.R.M) Cluster are:**

**A.R.M Cluster Leader and Targeted Services Leader: Jo Odu and Alison Shaffner**  
(TSL is funded from LCC Children's Services)

<b>Cluster Services:</b> (funded through cluster business plan)	<b>LCC Children's Services include:</b> (no direct charge to cluster)
<p><b>Family Support Workers: X5</b> (Inc. x1 SNR FSW and x1 FSW part funded with Allerton C of E)</p> <p><b>Commissioned Services:</b> <b>Emotional Health and Well Being provision:</b></p> <ul style="list-style-type: none"> <li>CAMHS in School Practitioners x2</li> <li>Pupil Counsellors x3 – Northpoint Wellbeing</li> <li>Parent Counsellor x1 – Northpoint Wellbeing</li> <li>Renew (formerly The Beck) – 1:1 support for young people, Family Mediation, Group Work</li> <li>Play Therapist</li> <li>Attendance Service – traded service with LA</li> <li>Educational Psychology – traded service with LA</li> </ul> <p><b>Activities:</b> Each school has access to;</p> <ul style="list-style-type: none"> <li>Cluster Personalisation Fund which provides funding for C&amp;YP to access OHL and activities.</li> <li>Family activities and trips take place during school holidays – cluster trips engaged 40 families (160 children and adults).</li> <li>Alwoodley schools have had access to the cluster Activities Fund to deliver out of school and holiday activities (arrangement in place prior to merger).</li> </ul>	<p><b>Children's Social Work Service:</b> Cluster based teams at Osmondthorpe, Moresdale Lane and city wide teams for C&amp;YP travelling to cluster schools.</p> <p><b>Youth Service:</b> Targeted 11+ youth work and 1:1 work with young people.</p> <p><b>Early Start:</b> The cluster Early Start team is based at Alwoodley CC (Allerton CofE site) and provides outreach services and support across the three CC's Alwoodley, Roundhay (Gledhow Primary site) and Moortown (Moor Allerton Hall Primary site).</p> <p><b>Targeted Services:</b> Access to a range of targeted services is through the Targeted Services Leader, social worker or youth offending service. This includes intensive family support services and family group conferencing - Intensive Family Support Services – Family Intervention Services (FIS), Multi - Systemic Therapy (MST) and Signpost.</p>

**Cluster Funding in Alwoodley, Roundhay and Moortown (A.R.M)**

The latest business plan for the cluster was signed off by the Resources and Management Committee in September 2015 and signed off by the A.R.M Joint Collaborative Committee (JCC) in October 2015 and was approved by Schools Forum in December 2015.

The cluster business plan covers plans for expenditure of **£ 510,840** over the current financial year including a contribution of **£ 348,776** 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 **Alwoodley, Roundhay and Moortown** schools the **£ 348,776** Schools Forum budget equates to **£ 37.06** per pupil in the current year.

Major items of cluster expenditure in the Alwoodley, Roundhay and Moortown Cluster	Indicative costings for some of the services accessed through the cluster (per case)
<b>Cluster management, case support, co-ordination and administration (x2 administrators):</b> £ 78,390  <b>Senior Family Support Worker:</b> £ 32,980 <b>Family Support Workers:</b> £ 73,740 <b>CAMHS in School Practitioners:</b> £ 61,360 <b>Pupil &amp; Parent Counsellors (x4):</b> £ 83,600 <b>Renew - commission for the year:</b> £ 36,250  <b>Play Therapy service:</b> £ 6,615 <b>Educational Psychology service:</b> £ 8,900 <b>Attendance Service:</b> £ 45,500	<b>Cluster based services:</b> Family support work with family, estimate based on work with family ..... <b>- 2hours per week, over 12 weeks - £ 285.12</b>  Counselling service, estimate based on work with young person..... <b>- 1hour per week, over 10 weeks - £ 293.60</b>  CAMHS in School service, based on 1:1 consultation clinic work with young person, parent and school (x3 sessions) and follow up individual support work (x6 sessions)..... <b>- 2hours per week, over 9 weeks - £ 666.00</b>  Play Therapist intervention, estimate based on 1:1 work with child, plus parent/school meetings..... <b>- 1hour per week, over 12 weeks - £ 384.00</b>

**Examples of recent work in Alwoodley, Roundhay and Moortown Cluster**

The main requests for specific cluster service support are currently for  
**Emotional Health and Well Being – 186 requests over 12 months and ...**  
**Family Support - 52 requests over 12 months (1<sup>st</sup> January 2015 – 31<sup>st</sup> December 2015)**

There are also **54** families with multiple problems on the Families First programme living in the Alwoodley, Roundhay and Moortown Cluster. 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 – Two children of Primary school age**

**What were the issues?**

Parents were going through an acrimonious divorce, communication between parents had broken down and contact arrangements had become a problem. Mum presented at school in a distressed state advising that she was struggling to manage her older child's behaviour. He was displaying physical aggression towards her and his younger sibling. School reflected that they had seen a change in his behaviour, his attendance was below 85%, he was no longer completing homework and his work in lessons had deteriorated.

The cluster received a referral for family support via the Guidance and Support panel.

**What we did:**

The family were allocated a family support worker who completed a Whole Family Assessment. This included the views of both parents and school, along with the wishes, thoughts and feelings of the children.

Based on the analysis of the assessment, an Early Help

**Case Study B – Four children at High School**

**What were the issues?**

The family was made up of three biological siblings, a cousin of the same age and two parents. The cousin, "Child A" had begun to display challenging behaviour both at home and school. When questioned by school staff he disclosed that he had been "adopted" by his Aunt and Uncle after his mother committed suicide.

**What we did:**

The cluster gave advice over the phone to the school who agreed to complete a Guidance and Support referral. The panel agreed that Aunt and Uncle could be offered family support in order to manage child A's behaviour in the home. Child A was also referred to the CAMHS in schools worker who completed a six week piece of 1-1 work with



plan was established. 1-1 work was completed with mum regarding positive parenting. This was done over a twelve week period within the family home. (It had been determined that dad was implementing appropriate boundaries while the children were in his care.) The children accessed pupil counselling via the cluster and school were provided with some recommendations from the counsellor. The assessment had highlighted that mum was relying heavily on alcohol to manage her frustrations and so mum was supported to access Leeds Addiction Unit and was allocated a support worker.

Child A. The CAMHS worker also provided school and guardians with strategies on how to deal with Child A's challenging behaviour, to promote an understanding of the significant trauma that he had experienced. Once the work with the CAMHS in School's worker had been completed, a referral was made to The Beck so Child A could access further support to build his self-esteem and resilience.

Child A's behaviour deteriorated further and he became involved in anti-social behaviour and there was a query around a risk of Child Sexual Exploitation. The family support worker completed the CSE Risk Matrix and a referral was picked up by Children's Social Work Service. The cluster continued to support Child A and the family as part of the CSWS CIN plan.

**What were the outcomes?**

The EHP remained open for one year and engagement from mum was sporadic at times. Over time, a positive relationship was built up between mum and the family support worker and changes in the child's behaviour began to be observed by school and mum. Mum was able to implement appropriate consequences and rewards which allowed for more quality time to be spent as a family. The child's attendance improved to 92% and homework was completed on time and to an age appropriate standard. Mum continued to engage with Leeds Addiction Unit and developed more positive strategies for coping with day to day stresses. The children reported that they felt more settled at home and school and the older child was looking forward to his move up to High School.

**What were the outcomes?**

Child A continued to be offered support from The Beck and a positive relationship was formed between Child A and the worker. Child A's guardian's developed a better understanding of why he was behaving in such a challenging manner and so were better able to support him. School implemented the advice from CAMHS which led to a reduction in the amount of fixed term exclusions that Child A received.

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