

## MINUTES - SOUTH CHILDREN'S SERVICES LEADERSHIP TEAM

Meeting held 21<sup>st</sup> October 2010 (@ The Belle Isle Centre)

### Present:

Bernadette Young	(CHAIR) Head Teacher – Royds Specialist Language College
Liz Snelling	Head Teacher
Shaid Mahmood	Locality Pathfinder – South East Area Management
Lesley Schofield	Youth Offending Service
Dave Bache	Project Director – South AIP
Everton Wattleby	Community Sports Officer – South
Barbara Temple	Extended Services Adviser – South
Cathy Gurney	Integrated Services Leader
Louise Snowden	Integrated Services Leader
Dennis Fisher	Governors Representative - South
Munaf Patel	Signpost – Project Coordinator
Keith Lander	Deputy Area Manager
Josh MacDonald	South Leeds Youth Hub
Mary Owen	Confederation Manager - South
Christine Street	Job Centre Plus
Jackson Turner	VCFS – St Lukes Cares
Doreen Escolme	NHS Leeds

### In Attendance:

Jane Maxwell	DCSU – Locality Enabler
Steve Ruse	Sustainable Schools Consultant – Education Leeds
Shaun Watson	Youth Service (Rep: Satbinder Soor)
William Newham	DCSU – Support

### Apologies:

Chris Lees	Head Teacher and Cluster Chair – <b>Upper Beeston and Cottingley</b>
Pat McGeever	VCFS – South Leeds Health & Cluster Chair – <b>LS10XS</b>
Gill Austerfield	Head Teacher and Cluster Chair – <b>Morley</b>
Jim Reid	Head Teacher & Cluster Chair – <b>Ardsley and Tingley</b>
Maria Townsend	Head Teacher & Cluster Chair – <b>Rothwell</b>
Louise Megson	Cluster Chair – <b>J.E.S.S</b>
Anne-Marie Holdsworth	Head Teacher & Cluster Chair – <b>Middleton</b>
Karen Stanford	Integrated Services Leader
Beverley Carter	NHS - CAMHS
Cllr Bob Gettings	Children's Champion – Outer South Area Committee
Beverley Carter	NHS Leeds
Satbinder Soor	Youth Service Senior Youth Officer
Tom O'Donovan	Area Management Officer – South East
Sue Morgan	Education Leeds – Integrated Children's Services
Pauline Ward	Head Teacher
Chris Halsall	Education Leeds – School Improvement
Simon Costigan	Aire Valley Homes Leeds – Housing
Cllr Angella Gabriel	Children's Champion – Inner South Area Committee
Jeanette Scott	CYPSC – Service Delivery Manager
Louise Drury	VCFS – South Leeds Health For All
Deborah Kenny	Education Leeds (SIA/SIP)
Rosaline Morley	Integrated Processes Coordinator – South
Johnathan White	Head Teacher

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### 1 Welcome apologies and introductions, minutes

- 1.1 Bernadette Young welcomed colleagues to the meeting, introductions made and apologies delivered
- 1.2 As a consequence of technical issues the minutes of the June meeting will be reviewed at the next meeting.

### 2 Leeds Sustainable Schools Framework.

- 2.1 Steve Ruse circulated an overview of sustainable schools in Leeds. In brief six lead partner sustainable schools have been commissioned by Education Leeds to support the extension of the Leeds sustainable schools framework to all schools during the academic year 10/11 based on a successful pilot scheme in which all lead partner sustainable schools successfully participated during 09. For the South the schools undertaking a lead role are Westerton Primary and Guiseley Secondary.
  - Liz Snelling commented that she has been picking up a feeling from Primary Schools that there is an overlap creating another layer on top of work that is already being done.
  - Steve commented that to a certain amount this may be the case but added the idea is to provide a framework to evaluate against and that it is unlikely that schools are doing everything they could be.
  - Bernadette Young echoed Liz's comments added that it is difficult for schools in terms of time and capacity. Steve commented that work is ongoing to bring together charter marks.
  - Mary Owen queried whether the work is sustainable. Steve commented that the intention is not to stop.
  - Shaid Mahmood commented that there is an issue over sustainability of the approach after funding ceases and it is therefore important it is fit for purpose and not producing any barriers. There is a serious point to the work as it is teaching CYP values that they will take back to the home and community.

### 3 Integrated Locality Working.

- 3.1 Shaid Mahmood delivered an update on the early findings of the Locality Working Pathfinder. Shaid then went on to cover the proposed response to the early findings and the areas of work underway that will help to explore the issues and develop design principles for integrated locality working. (For full detail see report circulated with papers).
  - Following his update Shaid posed 2 key questions to the Leadership Team.
    - What are your views on the principles?
    - What are the practical steps we need to take to land integrated locality working?
  - Bernadette Young suggested that the leadership team take the report away reflect on the issues raised and reply to Shaid with comments by 5<sup>th</sup> November. **Action: All**

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- Dennis Fisher queried whether a decision has been made to move from 5 to 3 areas. Shaid commented that there is a move towards 3 areas for integration of local authority services but a definite date has not been set for integration of local authority services. Integration will be pursued only if it makes sense to deliver efficiency and effectiveness.
- Dave Bache commented that it is important that boundary issues with Kirklees are taken into account.
- Mary Owen queried when the resources survey will be completed by. Shaid commented that it will be by the end of the year / early next year.

### 4 Children's Services Transformation Programme.

4.1 Jane Maxwell provided an overview of current transformation programme developments using the circulated diagram to illustrate the proposals. In doing so Jane encouraged the leadership team to focus on the principles being proposed and not be constrained by uncertainty around budgets. In summary Jane outlined the proposed direction for what an integrated children's service will be based on:

- Good and improving schools and children's centres:
  - working with partners through a network of local cluster partnerships and
  - supported by a new model for delivering services to schools and children's centres.
- Redesigned services for vulnerable children based on:
  - Local teams for child protection and well being, based around clusters (or combined clusters)
  - Three area based services focusing on improving outcomes for looked after children
  - Three area based services focusing on improving outcomes for children and young people with complex needs.

4.2 Following Jane's update key points / comments made by the leadership team were as follows:

- Cathy Gurney commented she welcomes the direction of the proposals but raised concerns that members of the leadership team have not been involved in a meaningful way.
- Shaid Mahmood commented that we do need to find a way of the development being more locally driven. Shaid added that it is not too late to be involved and shape what is being proposed. The redesign work is an ongoing process and proposals are still under development.
- Dave Bache added that there have been opportunities for engagement which as a leadership team we may have failed to engage with enough. However there is a genuine motivation for change and a willingness from colleagues to be involved. Dave added that universal settings have to be supported as we push on with redesigning and realigning locality teams for the more vulnerable CYP.
- Munaf Patel raised a concern over funding and whether what is being proposed is value for money and also whether it has been developed

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from learning from other LAs.

- A number of members of the leadership team raised concerns around the potential skill-set of well being team professionals.
- Jane commented that a key question to be asking is 'What would you like to see in locality done differently to how it is done now'?
- Barbara Temple commented that is good to see locality working being seen as the way forward. We need to be clearer about what will be expected from the cluster as well as a steer around cluster staff. We don't want to lose some very valuable people who are closely involved in partnership working. Communication around the threshold documents needs to be much better as the two pieces of work are interlinked.
- Mary Owen queried what a Success Partner is in relation to the proposals for universal improvement. Jane commented that work is ongoing around the LA's relationship with schools.
- Keith Lander echoed previous comments that there is a common agreement around the strength of locality adding that the leadership team needs to contribute now.
- Louise Snowden commented that during the changes it will be important to ensure the outer south does not miss out / is resourced proportionately.
- Christine Street commented that the links with adult services need to be improved if we are to connect with Think Family.

### 5 Cluster Governance Update.

- 5.1 Jane Maxwell briefly led the leadership team through the report 'Reviewing Area and Cluster Partnership Arrangements' and commented that initial views about future cluster partnership requirements are being sought from existing area partnership meetings and a meeting of cluster chairs in early November. Jane then drew the leadership team's attention to a series of questions for consideration. In the context of the increasing locality and universal setting focus from the children's services transformation programme there is an opportunity to build on the work and investment of clusters to date:
- Bernadette Young commented that the questions seem clear and direct and called on the leadership team to reply to the consultation. **Action: All** (full details included in the report circulated with agenda)
  - Barbara Temple commented that the CTB needs to be assured, and we need to make sure clusters are robust enough in terms of governance and accountability as well as people's responsibilities.
  - Shaid Mahmood echoed Barbara's point commenting that now is the time to really pursue cluster governance as they will need to be prepared as we move towards a more locally based model with local teams for child protection and a well being function based around clusters.
  - Bernadette Young commented that as a leadership team we should be focusing on a few key priorities. We need to choose one to focus on and measure impact.
  - Mary Owen commented that should the Leadership Team change to another format then the learning has to be taken forward as there has

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been a lot of positives and good work.

- Doreen Escolme commented that the partnership has proved useful but for this group to be taken forward it needs to have capacity to commission work on particular wedge priorities.
- Shaid Mahmood reminded the leadership team that children's services performance reports are going to Area Committees twice a year and provide useful information for the leadership team to be aware of.

### 6 Development of the new Children and Young People's Plan.

- 6.1 Jane Maxwell briefly updated for information that the new Children's Trust Board agreed an approach for a new partnership CYPP focus on three key partnership priorities for the next three years. Jane called on the leadership team to respond to the consultation exercise to inform the development of the new CYPP. **Action: All**

### 7 South KS3/KS4 Pilot.

- 7.1 Dave Bache delivered an update on the South KS3/4 pathfinder which was commissioned by the LA to provide education for vulnerable KS3/4 students at risk of social exclusion, non attendance and under-achievement who are on the roll of one of the schools within the South Partnership. Dave went on to briefly outline the ideals the centre will strive towards in improving the life chances of this particular group of individuals.
- 7.2 Dave highlighted a key aim will be to have 0% permanent exclusions in the South with governing bodies of all of the schools in the south signed up to work in partnership with the South AIP to strive to ensure that no student at the school is permanently excluded.
- 7.3 Dave added that there will be a further development meeting held around the South Pilot on November 18<sup>th</sup>, 1pm at South Leeds Family Learning Centre which all agencies are invited to attend.
- 7.4 Following Dave's update key points / comments made during discussion were as follows:
- Munaf Patel commented that this provision is well overdue and welcome and will be keen to explore how Signpost can contribute.
  - Keith Lander queried how long the funding is for. Dave – 1 year at the moment with a 3 year plan supported by a SLA with clear targets and objectives.
  - Sean Watson echoed previous comments and added that with regards the outer/inner debate there are centres in both Morley and Rothwell which can be used for access in the outer areas. The provision may be centred at the Hub but we need to explore better usage of these sites.
  - It was agreed that Dave would circulate the update reports to the leadership team.

### 8 Supportive supervision for south school staff.

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- 8.1 Dave Bache commented that work is being developed to see whether we can offer free supervision sessions to south school staff who are often facing aggression, violence, child protection issues to allow them to reflect on experiences and provide with mentoring/supervision.

### 9 Intensive nurture programme: EYS / KS1.

- 9.1 Dave Bache briefly updated on an initiative to bring together primary support staff to work around CYP and Families at EYS and KS1. Currently working 7 families on an intensive nurture programme doing modelling work with parents to take into the home. Dave agreed to bring an update back to the next meeting.

### 10 South Items for update / report back

- 10.1 **Locality working together workshop event report:** Keith Lander delivered a brief update on the first 'Working Together Workshop'.
- The purpose of the session was to contribute to the Locality Working Pathfinder. Over 60 staff mainly working in SE Leeds met for the afternoon to examine issues of common interest and determine how to tackle them in a more integrated way.
  - Keith went on to cover the format of the session and the key ideas for integration and reducing barriers arising from the session. Keith highlighted one key point for consideration by the leadership team 'fit for purpose partnership and leadership structure in localities'.
  - Keith added that there will be a second workshop taking place on November 11<sup>th</sup> focusing on 'place' based issues. It was agreed the flyer would be circulated to the Leadership Team with the minutes. **Action: WN**
  - Keith added that he is happy to receive any further comments.
  - For full detail see report circulated with agenda.
- 10.2 **Extended schools update:** Barbara Temple updated on the summer activities held in the south over the summer funded by the Activities Fund (Extended Services Subsidy Grant). Early data suggests that over 5000 CYP attended activities over the summer with approximately 1377 hours of activity across the south clusters. The police have reported a significant reduction in anti-social behaviour involving CYP in the south over the summer. Keith Lander agreed to capture the last comment and report to the Area Committees. Barbara raised as a point of concern for next year that it has been mainly sown to cluster managers to make the programmes happen.
- 10.3 **Integrated Service Leaders – Update Report:** Louise Snowden circulated an update report on behalf of the 3 Integrated Services Leaders. It was agreed the report would be circulated with the minutes. **Action: WN**

### 11 AOB

- 11.1 Jackson Turner circulated the Involve pilot annual review for information.

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- 11.2** Josh MacDonald agreed to circulate the Youth Hub expression of interest pack to invite partners to express interest, in a more formal and detailed way, in delivering activities at the up-coming South Leeds Youth Hub.
- 11.3** Lesley Schofield updated that following meeting with Ofsted after the recent inspection of Leeds Youth Offending Service initial feedback has been very good. The full inspection report will be published in January.

### **12 Date and time of next meeting / future confirmed meeting dates.**

- 12.1** Friday 3<sup>rd</sup> December 2010 (9:30 – 12:00) South Leeds Youth Hub (tbc)

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