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Revised Information – Appendix 1 to Agenda Item 12 – Actions Achievements and Update Report

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Children [Leeds](#)

EAST LEADERSHIP TEAM

(AGENDA AND PAPERS)

Meeting to be held on : **Thursday 25th March 2010**

Time: **8:30 – 12:30**

Location: **Temple Newsam House**
(DIRECTIONS AND PARKING PASS AT END OF PAPERS)

CHILDREN LEEDS EAST LEADERSHIP TEAM.

AGENDA

Date:

Thursday 25th March 2010

Time:

8:30 – 12:30

Venue:

Temple Newsam House

(Directions and parking pass at end of papers)

Attendees:

Ken Morton (CHAIR)	DCSU – Locality Enabler – East
Chris Walton	Head Teacher
	Cluster Chair – Inner East
Richard Mellard	Head Teacher
	Cluster Chair – Temple Newsam / Halton
Tim Bean	Head Teacher
	Cluster Chair – Brigshaw Federation
Jane Addy	Head Teacher
	Cluster Chair – Garforth
Rosaleen Hamer	Head Teacher
	Cluster Rep – Seacroft Manston
Angela Bailey	Extended Services Adviser – East
Cath Lennon	Secondary Head Teacher
John Roche	CYPSC – Service Delivery Manager – East
Julie Clarkson	Integrated Processes Coordinator – East
Jackie Claxton Ruddock	Integrated Services Leader – Temple Newsam Halton
Jackie Goodwin	Integrated Services Leader – Inner East
Yvonne Butterfield	Integrated Services Leader – Seacroft Manston
Clr Vonnie Morgan	Children's Champion (Inner East)
Clr Tom Murray	Children's Champion (Outer East)
Jason Minott	Community Sports Officer – East
Jeanette Morris-Boam	VCFS – Leeds Voice
Nahid Rasool	VCFS – Shantona
Richard Norton	VCFS – Re'new
Jon Lund	YOS – Operational Manager – East
Neil Bowden	Youth Service
Tbc	West Yorkshire Police
Kevin Paynes	Education Leads
Til Wright	Education Leads
Mike Haworth	Ed Leads – Senior Psychologist
Pam Hill	NHS Leads
Diane Brown	NHS Leads
Margaret Green	NHS Leads – Safeguarding Group
John Woolmer	ENE Area Management
Christine Street	Job Centre Plus
Diane Reynard	Principal East Leads SILC
Ian Garforth	Secondary East Leads Governor rep
Anne Nichol	Primary East Leads Governors rep

Order	Mins Alloc.	Item	Lead Person(s)	Intended Outcomes
Business Meeting (8:30 – 9:15)				
1.	5 min	Welcome, apologies, and introductions.	Chair / All	<ul style="list-style-type: none"> To ensure that all attendees are aware of who is at the meeting, their role, and which organisation/agency they represent.
2. Paper Attached	5 min	Minutes of the previous meeting and matters arising. (28/1/2010 notes attached)	Chair / All	<ul style="list-style-type: none"> To review the minutes of the previous meeting for accuracy and matters arising not on the agenda
3 Paper attached + link circulated	10	Review of Children's Services <i>(For information and discussion)</i>	Ken Morton	<ul style="list-style-type: none"> To update the East LT on the findings of the Review of Children's Services.
4 Paper to be tabled	10	East Cluster Business Plans – Wedge Approval	Angela Bailey	<ul style="list-style-type: none"> To provide the East LT with an Extended Services Update. Cluster business plans need to be agreed by the wedge/
5	10	East Reports <ul style="list-style-type: none"> East Area inclusion Partnership East 14-19 Confederation. East Family Support Group. 	Ken Morton Ken Morton Ken Morton	<ul style="list-style-type: none"> East items for update / report back
6	5	AOB.	All	<ul style="list-style-type: none"> Items for urgent business identified at the start of the meeting or prior to the meeting through the chair.
7	FYI	Date and time of next meeting.	Chair	<ul style="list-style-type: none"> Next meeting to be held 8:30 – 10:30 Thursday 27th May 2010 (Venue TBC)

COMFORT BREAK		
15	Workshop Session (9:30 – 12:30)	
8	<p>60 x2</p> <p>2 Workshops</p> <p>1) Emerging Children’s Trust Arrangements.</p> <p>2) Integrated Working.</p>	<ul style="list-style-type: none"> • To provide an overview of the intention to establish formal procedures for the area and locality working of Children’s Trust Arrangements across East Leeds. (<i>consultation</i>) • Stock-take re: Integrated Processes • The Integrated Services Leader role / Initial perspectives • A ‘working well’ / ‘better if’ session.

MINUTES - EAST CHILDREN LEEDS LEADERSHIP TEAM

Meeting held 28th January 2010 (@ Temple Newsam House)

Item	Description	Action
1	Welcome, apologies and introductions.	
1.1	Ken Morton Rosaleen Hamer Dave Weetman Jon Lund Richard Norton Kevin Paynes Jason Minott John Roche Pam Hill Jane Addy Cllr Veronica Morgan Julie Clarkson Mike Haworth Neil Bowden John Woolmer Melanie Robinson Ian Garforth Cllr Thomas Murray Angela Bailey Margaret Green Diane Reynard	DCSU – Locality Enabler - East Head Teacher & Cluster Rep - Seacroft Manston Manager MAST Team Youth Offending Service VCFS – Re’new School Improvement Adviser – Education Leeds Community Sports Officer – East CYPSC – Service Delivery Manager – East Head of Service – Children’s Services – NHS Leeds Cluster Chair – Garforth East Area Committee Children’s Champion Integrated Processes Coordinator – East Education Leeds Area Youth Service Manager East North East Area Management Head of Children’s Centre Services – East Secondary – East Leeds Governors Rep East Area Committee Children’s Champion Extended Schools Adviser – East NHS Leeds Head Teacher – SILC
1.2	In attendance:	
	Anne Cowling Jenny Cryer Flavia Doherty Martin Fleetwood William Newham	Manager – Leeds Healthy School and Wellbeing Programme Igen VCFS Head Teacher – Representing Temple Newsham Halton DCSU - Support
1.3	Apologies Received:	
	Jeannette Morris-Boam Chris Walton Nahid Rasool Til Wright Christine Street Richard Mellard Tim Bean Ann Nicholl Cath Lennon Diane Brown	VCFS – Leeds Voice Head Teacher & Cluster Chair – Inner East VCFS – Shantona Education Leeds – Integrated Children’s Services Job Centre Plus Head Teacher & Cluster Chair – Temple Newsham Halton Head Teacher & Cluster Chair – Brigshaw Federation Primary – East Leeds Governors Rep Head Teacher (Secondary) NHS Leeds – East/North East CAMHS
1.4	Ken Morton welcomed colleagues to the meeting and introductions were made.	
2	Minutes of the last meeting and matters arising.	
2.1	The minutes of the last Leadership Team held on Thursday 26 th November 2010 were agreed as an accurate record of the meeting.	

3 East Targeted Connexions Resource

- 3.1 Jenny Cryer updated the East Leadership Team that Igen has been awarded the contract to manage the delivery of wedge based Connexions intensive support in the localities in Leeds. Jenny then outlined the key principles they will be seeking to action.

In Summary -

- Wedge Based Management Groups: In each wedge a Locality Management Group will be convened consisting of all stakeholders. There will be a Young people's advisory group within each wedge which will specifically target young people who may be accessing intensive support. These two groups will work together to identify the priorities and project areas for each wedge.
- The contact will be managed by a senior manager based at Igen who will work with the 5 Locality Managers. The locality managers will coordinate the PAs within their respective wedges.
- Wedge Delivery Plan: For each wedge the Locality Manager, Locality Management Group and Igen Contract manager will develop a delivery plan for consultation and agreement with partners.
- PAs – PAs will continue to be employed by and based at their current organisations
- All of the above will form a Locality team to deliver intensive support services.

For full and more detailed information please see report circulated with the Agenda.

Jenny highlighted that if there are already appropriate groups set up and meeting within the wedges then it would make sense to utilise existing forums.

- 3.2 Ken Morton commented that much of this work will be picked up at the 14+ Confederation. John Lund commented that it was important that all relevant partners are involved. Cllr Murray queried where early intervention will fit within the new strategy. Jenny commented that the new arrangements will offer more flexibility allowing more creative work around early intervention.

4 Healthy School Enhancement Model

- 4.1 Anne Cowling (Education Leeds – Manager - Leeds Healthy School and Wellbeing Programme) delivered a presentation introducing the East LT to:
- a) the new healthy school enhancement model
 - b) the new school leadership model.
- 4.2 **Healthy School enhancement model:** (Presentation circulated with Agenda) The model is an outcomes based model for improving the health and wellbeing of children and young people which will provide universal and targeted health interventions and involve a mixture of school-based, local and national priorities, which will be flexibly developed by schools in conjunction with key partners. Schools will

be guided through the enhancement using an online tool which will enable them to progress towards achieving meaningful outcomes.

4.3 School Leadership Model: (Presentation circulated with the Agenda) Anne highlighted the proposed 'service to schools' model which consists of 3 levels of Leadership:

- Leading Partner School / Cluster – Will host healthy school consultant who will spend the bulk of their time **rolling out the healthy school enhancement model to the wedge** but will also give In-reach capacity building to the school for 1 day a week.
- Learning partners school / cluster – School / cluster will host a specialist consultant who will offer specialist support city wide and In-reach work within the school./
- Wellbeing priority champions – Enthusiast within schools in the wedge who will receive leadership / coaching / expertise training. Wellbeing priority Champions will offer In-reach work with own school in year 1 with possible Out-reach to locality with specialisms by year 2.

4.4 Anne highlighted that there is a fair amount of flexibility in how the enhancement model can work. Ken Morton, Jane Addy, Kevin Paynes and John Woolmer agreed to meet with Anne Cowling initially to start to agree how best to shape in the East.

5 Feedback from the Unannounced Inspection of Safeguarding and Looked After Children's Services

5.1 Ken Morton delivered a brief presentation highlighting the main findings and key recommendations from the recent Ofsted inspection of safeguarding and services for looked after children (presentation available on the Children Leeds Website, link to full inspection report circulated with agenda). Improvement work will continue:-

- The new improvement board starts its role with Bill McCarthy as Independent Chair. The first meeting Jan 2010
- The interim DCS, Sandie Keene in post. Eleanor Brazil confirmed as the Interim starting in March 2010
- Recruitment of a permanent DCS has begun.
- The children's services review findings will be shared and plans put in place to implement any recommendations.

5.2 Detailed Improvement Plan: The first draft will be complete by the end of January with the final draft to Exec Board in early March and will be centred on five themes:-

- Effective leadership and governance of integrated children's services in Leeds.
- Excellent safeguarding standards and practice.
- Improve outcomes for looked after children.
- All young people participating fully, socially and economically.
- A highly skilled, well supported, motivated and continually developing workforce.

5.3 Ken Morton noted that the inspectors were complementary of locality

working of circulated a page of selected quotes taken from the report

- 5.4** It was agreed that the findings from the review of children’s services would be added as a substantive item to the next meeting on 25th March. **Action: Ken Morton** **KM**

6 Performance Reporting

- 6.1** Ken Morton updated the East LT on work ongoing to develop effective performance reporting to area committees to enable the committees and other groups such as the East LT to assess local progress against the priorities of the CYPP. Draft report to the East (Inner) Area Committee circulated. The report introduces a dashboard of Children’s services performance data disaggregated at an Area Committee level or ward level. Any comments to be sent directly to Ken Morton. **All**

7 Governance

- 7.1 Area Children Leeds:** Ken Morton updated that new formal Children’s Trust Arrangements are currently being pulled together. Work is ongoing on the implementation of the Children’s Trust Board to comply with the new statutory guidance. A large part of this will be the way in which the wedge partnerships link in with this new Children’s Trust Board. Angela Bailey commented that she will be meeting with Martyn Stenton (Project Lead) to look at what the arrangements will look like in terms of East Leeds

- 7.2 Election of Chair / Expressions of Interest:** : It was agreed that an expression of interest form would be circulated to the Leadership Team. Expressions of interest to be returned to Ken Morton.

- 7.3 Area Inclusion Partnership:** It was agreed that Ken Morton would take forward the set-up of the East AIP (Terms of Ref, Membership, Agenda, First Date etc..). **Action: Ken Morton** **KM**

8 Integrated Working

- 8.1 Integrated Service Leaders:** It was agreed that Ken Morton would arrange a smaller meeting of the Leadership Team with the ISLs following their induction on the 1st February to begin to shape up what their role in the East will look like and how best to use this additional capacity. **Action: Ken Morton** **KM**

East ISLs Confirmed	Area
Jackie Claxton Ruddock	Temple Newsam / Halton
Jackie Goodwin	Inner East
Yvonne Butterfield	Seacroft / Manston

8.2 It was agreed that instead of meeting as usual on the 25th March that the Leadership Team would come together on more of a workshop basis. The invitation will be extended to cluster managers to bring together a wider group to:

- Take stock of the current position re integrated working in East Leeds to give us an overview of the current position;
- Understand and connect to the improvement plan which the Council will agree with the DCSF;
- Discuss and agree how we would seek to evaluate impact re: system and process changes;
- Discuss and agree some next steps including communication with stakeholders across East Leeds.

It was agreed that Ken Morton would arrange a planning session with a smaller group from the Leadership Team. Planning session to take place on 26th February in the 6th Floor East Boardroom – Merrion House.

KM

9 Cluster Feedback

9.1 **Angela Bailey** – Updated that it is time to agree the cluster plans again. It was agreed Angela Bailey would arrange a date for a smaller group from the East Leadership Team to meet to agree the Cluster Business Plans. (All members of the East Leadership Team to be invited) **Action: Angela Bailey**

AB

9.2 **Seacroft Manston** – Rosaleen Hamer delivered a brief update on work ongoing in the Seacroft Manston Cluster. (Phase 3 Children's Centre, Bridge restructure, positive links with integrated services)

10 AOB

10.1 No additional items were raised.

11 Date and time of next meeting / meeting schedule.

East – Children's Services Leadership Team				
Date			Time	Venue
25 th	March	2010	8:30 – 15:30	John Smeaton – Room G10
27 th	May	2010	8:30 – 10:30	Tbc
15 th	July	2010	8:30 – 10:30	John Smeaton – Room G10



Report of the: Chief Executive

To: Executive Board

Date: 10 March 2010

Subject: Organisational Arrangements for the Provision of Children's Services in Leeds

<p>Electoral wards affected:</p> <p>All</p>
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<p>Specific implications for:</p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the gap <input type="checkbox"/></p>
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Eligible for Call In

Not eligible for Call In
(Details contained in the report)

1.0 Purpose of this Report

1.1. This brief covering report draws Members' attention to the findings of a recently-concluded review of organisational arrangements within children's services, and makes recommendations with respect thereto.

2.0 Background

2.1. A report elsewhere on this agenda sets out some of the significant improvement challenges that are currently being faced (and vigorously tackled) in the children's services area.

2.2. Members will be aware, however, that the organisational arrangements in accordance with which children's services have been provided in Leeds since 2006 have recently been reviewed.

2.3. A copy of the review (which was a strategic review undertaken by officers in the Chief Executive's Unit) is attached to this report. The focus of the review is, for the most part, upon the Council's own internal arrangements; however, the review also offers comment on the Council's relations with other key agencies and some important external perspectives are captured.

2.4. The key question posed by the review is whether, given

- i) the magnitude of the improvement challenges which the Council is currently facing,

- ii) the changes in policy and practice (both nationally and locally) that are in prospect,
- iii) the fact that the Council is preparing to recruit a new permanent Director of Children's Services, and
- iv) the reality that the resources available to the Council over the course of the next few years to meet the many, growing and varied needs of children across the city are likely to be very constrained,

the organisational arrangements that were put in place in 2006 remain, in all important respects, adequate and appropriate.

- 2.5. Put broadly, the Board could opt to make only minimal changes to current arrangements at this time, and resolve that any redesign of them should be aligned very closely with what we already have; alternatively, the Board could take the view that what is now called for is a more radical overhaul of the arrangements.
- 2.6. For the assistance of Members, brief observations on these two broad options are set out below.

3.0 The case for minimal change

- 3.1. As Members will be aware, the Children's Services Annual Performance Assessment for Leeds, published in December 2009, found that "the majority of the local authority's inspected and regulated services and provision in children's services are good or better." Accordingly, the case for making only modest changes to the organisational framework that was put in place in 2006 could be viewed as essentially resting upon a 'mend only what is broken' approach.
- 3.2. On this thesis, what has arguably been broken have been aspects of the leadership and management of children's social care (and, more particularly amongst those aspects, performance management), and what has been missing has been a sufficiency of resource to enable the service to respond appropriately to a very significant increase in the workload of its staff. What is therefore required, on this view, are revised senior management arrangements in this area of children's services, and the identification by the Council of a substantial additional resource to enhance systems, support staff re-training and make new appointments on the front line.
- 3.3. It is also undoubtedly the case that many of the factors that lay behind the decisions that were taken in 2006 continue to pertain. There is still a substantial schools agenda and Education Leeds continues to perform well (as it has since 2001) under a contract with the Council that leaves the Chief Executive of the company with clear accountabilities which sit with, and in no way detract from, an unambiguous responsibility on the part of the Council's Director of Children's Services for all children's services, including education-related services.
- 3.4. On the resource front, too, the point may be made that, whilst Education Leeds has been appropriately funded under its contract with the Council, the business support functions that the company has developed over the years are specific rather than generic and are, in large part, school and company facing.

4.0 The case for more radical change

- 4.1. There are 180,000 children in Leeds aged under 19 and the Council has a responsibility to secure that all of these children and young people are kept happy, healthy, safe, successful and free from the effects of poverty. Moreover, the Council and its partner agencies (many of whom have a duty to co-operate in a city-wide endeavour to secure the achievement of the above outcomes) are working ever more closely together across organisational boundaries and under frameworks providing for the common assessment of need and the better integrated commissioning of both services and support.
- 4.2. Against this background, it is the recommendation of the Council's corporate leadership team (CLT) that the Council ought to take a fresh look, across the piece, at its own organisational arrangements for the provision of children's services in the city.
- 4.3. More specifically, CLT believes that, given the considerations referred to in paragraph 2.0 above, organisational arrangements within children's services should now be redrawn with the object of harnessing the strengths of Education Leeds and bringing the company's resources together with those from early years, children and young people's social care and the integrated youth service, under the leadership of a new Director of Children's Services. CLT is supportive, therefore, of the adoption of the approach detailed in Option 5 of the attached review. Under this option, the new Director would be appointed to lead an integrated team comprising (in due course) a Deputy Director, or equivalent, overseeing and championing the Council's education and learning functions, together with a Deputy Director, or equivalent, taking the professional lead for targeted and specialist services for the city's most vulnerable children and young people.
- 4.4. In agreeing these three principal leadership roles, it will be important to establish them at an appropriate level within the council's structure and this may necessitate final consideration being given to the status and title of each of the posts. The holders of the three posts will, however, take the lead in delivering a fully-integrated children's services approach; developing effective working arrangements with the council's partners; improving outcomes for children and young people across the city, and delivering efficiencies so that essential resources can be targeted at front-line services.
- 4.5. It is recognised that if the above approach is adopted, it will entail a significant dismantling and re-engineering of the Council's current organisational framework in the children's services area; it is plain too that, if members of the Board choose to endorse this approach, there will need to be detailed discussions with a range of service users, staff, partners, stakeholders and other interested parties over the course of the next few months. However, Members may wish to note that if the Council does resolve to support this more radical approach (with a view to revised arrangements being ushered in from April 2011), the Chief Executive and Board of Education Leeds have made clear their readiness to work closely with colleagues within the Council and from other agencies to manage the proposed change successfully.

5.0 Conclusions

- 5.1. The attached strategic review appraises a number of options, and not just the two possible ways forward that are discussed in this report. If however, having considered the review in the light of this report, it is decided that Option 5 of the review should be adopted as the preferred way forward, then further reports will

obviously need to be brought back to the Board on the outcome of the consultations and discussions with affected parties that are envisaged, on any transitional arrangements that may require to be put in place in the run up to 1st April 2011, and upon the final form of the revised organisational arrangements for children's services that are proposed to take effect on that date.

6.0 Recommendations

6.1. It is recommended:

- i) that, building on the strengths of current arrangements and seeking to spread them across all areas of children's services, a new integrated Children's Services Directorate model be worked up along the lines detailed in Option 5 of the attached review,
- ii) that officers be authorised to take all such steps as may reasonably be required (including the service of appropriate notices) to allow the Council's contract with Education Leeds to be terminated on 31st March 2011, and
- iii) that further reports detailing the revised arrangements (including any proposed transitional arrangements), and consultations thereon, be brought to the Board at regular intervals over the course of the coming year.



New Children's Trust Arrangements for Leeds from April 2010

Outline of Proposals and
Opportunity to Comment

Executive Summary

March 2010

EXECUTIVE SUMMARY

Leeds, like other local authority areas, has Children's Trust partnership arrangements in place to improve the lives of children and young people.

Over recent months we have looked at our current arrangements, what is happening in other areas and the Government's updated guidance on Children's Trusts and Safeguarding. This includes taking account of some new statutory requirements from April 2010.

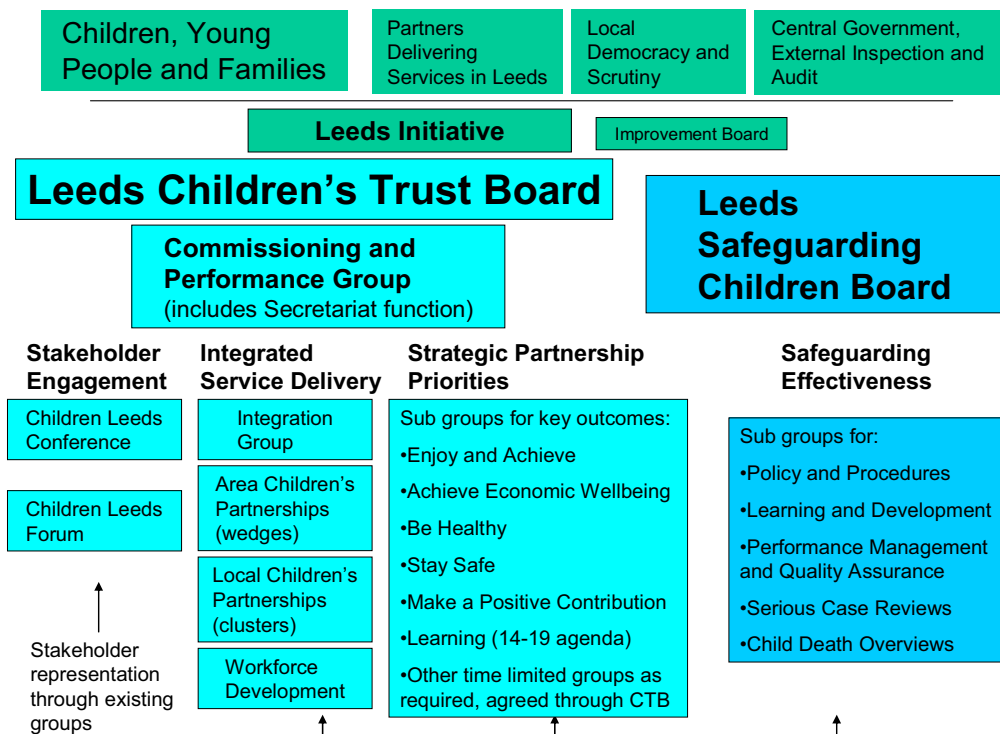
Our proposals set out details for new Children's Trust arrangements for Leeds from April 2010, covering:

- Creating a new Children's Trust Board
- Revising the Leeds Safeguarding Board
- Initial thinking about developing and realigning Children's Trust sub groups and partnerships

We are keen to ensure that our new arrangements are clear, dynamic and effective. This includes strengthening our Safeguarding Children Board arrangements to help improve the quality of our safeguarding services.

Proposed new Children's Trust Model for Leeds

The proposed model covers the formal governance arrangements for partnership working in Leeds relating to Children's Services. The blocks at the top of the model indicate key relationships, reporting lines and accountabilities to stakeholders.



The **Children's Trust Board** will have a remit including:

- Bringing together statutory partners to strengthen co-operation arrangements
- Having a local vision for children, young people and families
- Overseeing a new style Children and Young People's Plan

Its proposed membership includes Leeds City Council, NHS Leeds, Youth Offending Team, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, Government Office and representatives from Schools, Further Education Colleges, Third Sector and a Lead GP. The independent chair for the Leeds Safeguarding Children Board would also be a member.

The Board would be supported by a structure covering:

- **A commissioning and performance group** which would also include a Secretariat function to support the new Board and provide linkages between different elements of the Trust Board.
- **Stakeholder engagement** through Children Leeds Conferences and Forums alongside more direct stakeholder representation and involvement in locality and priority sub groups.
- **Integrated service delivery** through an Integration Group, Area Children's Partnerships (wedges) and Local Children's Partnerships (clusters) and a workforce development group.
- **Strategic partnership priorities** based on the 5 every child matters outcomes plus learning to capture statutory requirements of the 14-19 agenda and existing partnership working arrangements for this in Leeds. Other time limited groups would be established as required, governed by the new Children's Trust Board.

The **Safeguarding Children Board** will have a remit including:

- Providing a local, independent partnership vision for safeguarding children and young people
- Co-ordinating work to safeguard and promote the welfare of children and young people
- Ensuring the effectiveness of work to safeguard and promote the welfare of children and young people

Its proposed membership includes an Independent Chair, Leeds City Council, Health Sector representatives, Youth Offending Team, West Yorkshire Police, West Yorkshire Probation, CAF/CASS, HM YOI Wetherby, East Moor Secure Unit, NSPCC and representatives from Schools, Third Sector and two Lay Members. The Board will be supported by professional advisors: a designated Doctor, Nurse, Legal Advice and Leeds Safeguarding Board Manager.

The Leeds Safeguarding Children Board would be supported by sub groups for:

- Policy and procedures
- Learning and development
- Performance management and quality assurance
- Serious case reviews
- Child death overviews

Members of the two Boards should be at an appropriate level of seniority to provide clear and effective leadership, take decisions on behalf of their organisation/sector and be able to hold their organisation/sector to account.

Views on the proposals are welcomed up to **5pm on 26th March 2010**. This is to allow us to report to the Council's Executive Board in April and have meetings of the new Children's Trust Board and revised Safeguarding Board later that month.

We are also seeking to confirm nominations to the new Children's Trust Board and Leeds Safeguarding Children Board by **26th March 2010** where possible.

Further information about the new arrangements is available from:

Email: martyn.stenton@leeds.gov.uk

Address: Martyn Stenton, Project Lead, Director of Children's Services Unit, 6th Floor East, Merrion House, 110 Merrion Street, Leeds LS2 8DT

Telephone: 0113 395 0215

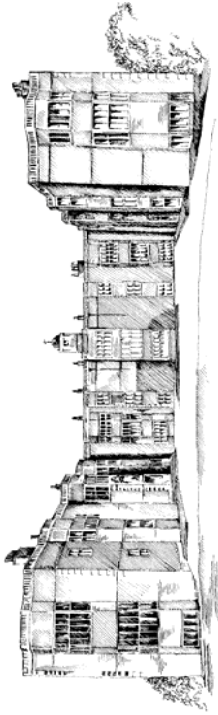
Temple Newsam House

Temple Newsam Estate
Leeds
LS15 0AD



The conference facilities are located in the Stable Courtyard.
Please park in the House car park.





Temple Newsam

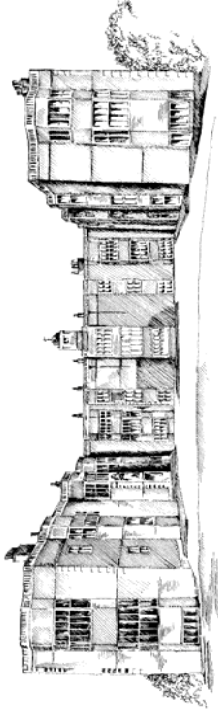
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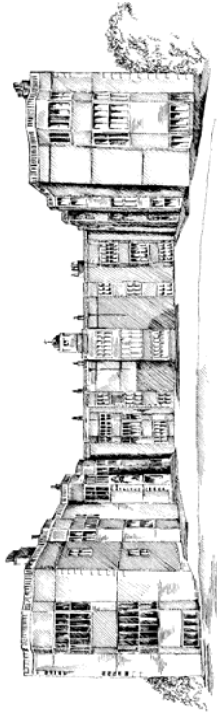
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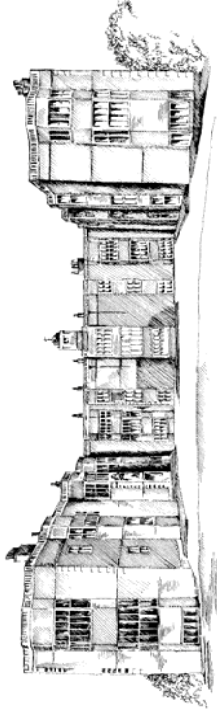
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