



Children's Services Leadership Team

Meeting to be held on : **Thursday 28th January**

Time: **8:30 – 10:30**

Location: **John Smeaton (Room G10)**

**CHILDREN LEEDS EAST LEADERSHIP TEAM.**

**AGENDA**

**Date:**

**Thursday 28<sup>th</sup> January 2010**

**Time:**

**8:30 – 10:30am**

**Venue:**

**John Smeaton Community College  
(Room G10)**

**Attendees:**

Ken Morton (CHAIR)	DCSU – Locality Enabler – East
Angela Bailey	Extended Services Adviser – East
Chris Walton	Head Teacher Cluster Chair – <b>Inner East</b>
Richard Mellard	Head Teacher Cluster Chair – <b>Temple Newsham / Halton</b>
Tim Bean	Head Teacher Cluster Chair – <b>Brigshaw Federation</b>
Jane Addy	Head Teacher Cluster Chair – <b>Garforth</b>
Rosaleen Hamer	Head Teacher Cluster Rep – <b>Seacroft Manston</b>
Cath Lennon	Secondary Head Teacher
Melanie Robinson	Head of Children's Centre Services
John Roche	CYPSC – Service Delivery Manager – East
Julie Clarkson	Integrated Processes Coordinator – East
Cllr Vonnie Morgan	Children's Champion (Inner East)
Cllr Tom Murray	Children's Champion (Outer East)
Jason Minott	Community Sports Officer – East
Jeannette 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 Leeds
Til Wright	Education Leeds
Mike Haworth	Ed Leeds – Senior Psychologist
Pam Hill	NHS Leeds
Diane Brown	NHS Leeds
Margaret Green	NHS Leeds – Safeguarding Group
John Woolmer	ENE Area Management
Christine Street	Job Centre Plus
Diane Reynard	Principal East Leeds SILC
Ian Garforth	Secondary East Leeds Governor rep
Anne Nichol	Primary East Leeds Governors rep

Order	Mins Alloc.	Item	Lead Person(s)	Intended Outcomes
1.	5 min	<b>Welcome, apologies, and introductions.</b>	Chair / All	<ul style="list-style-type: none"> <li>To ensure that all attendees are aware of who is at the meeting, their role, and which organisation/agency they represent.</li> </ul>
2. Paper Attached	5 min	<b>Minutes of the previous meeting and matters arising.</b>	Chair / All	<ul style="list-style-type: none"> <li>To review the minutes of the previous meeting for accuracy and matters arising not on the agenda</li> </ul>
3. Paper Attached	15 min	<b>East Targeted Connexions Resource.</b>	Jenny Cryer (Igen)	<p>To provide the East LT with:</p> <ul style="list-style-type: none"> <li>An overview of the model</li> <li>Update on resources within the East</li> <li>Plans and progress so far</li> <li>An opportunity for discussion / suggestions arising from the meeting</li> </ul>
4	15 min	<b>Healthy School Enhancement Model.</b>  <i>Presentation to be delivered</i>	Anne Cowling (Education Leeds)	<ul style="list-style-type: none"> <li>a) To Introduce the East LT to the new healthy school enhancement model.</li> <li>b) Introduction and consultation on the new school leadership model.</li> </ul>
5 Paper Attached	15 min	<b>Feedback from the announced inspection of Safeguarding and Looked After Children's Services.</b>	Ken Morton (DCSU)	<ul style="list-style-type: none"> <li>To inform the East LT on the outcome and findings of the Announced Inspection of Safeguarding and Looked After Children's Services, next steps of Improvement Planning.</li> </ul>
6 Papers Attached	10	<b>Performance Reporting.</b>	Ken Morton	<ul style="list-style-type: none"> <li>To update the East LT on work ongoing to develop effective performance reporting reporting to area committees to enable the committees and other groups such as the East LT to assess local progress against the priorities in the CYPP.</li> </ul>

<p><b>7</b></p> <p>Paper Attached</p>	<p>10</p>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• <b>Area Children Leeds.</b></li> <li>• <b>Election of Chair / Expressions of Interest.</b></li> <li>• <b>Area Inclusion Partnership:</b> <ul style="list-style-type: none"> <li>- Representation</li> <li>- 1<sup>st</sup> Meeting</li> <li>- Agenda Items</li> </ul> </li> </ul>	<p>Ken Morton</p>	<ul style="list-style-type: none"> <li>• To update the East LT on redrafted terms of reference agreed with exec board.</li> <li>• To agree how nominations will be finalised and agree a date to confirm chair / vice chair.</li> <li>• To agree appropriate representation from all partners, arrange a date for the first meeting and agenda items.</li> </ul>
<p><b>8</b></p>	<p>15</p>	<p><b>Integrated Working</b></p> <ul style="list-style-type: none"> <li>• <b>Integrated Service Leaders.</b></li> <li>• <b>System Changes:</b> <ul style="list-style-type: none"> <li>- Panels</li> <li>- CAF</li> <li>- Contact Centre</li> <li>- Contact Point</li> </ul> </li> </ul>	<p>Ken Morton</p>	<ul style="list-style-type: none"> <li>• To update the East LT on a range of items.</li> </ul>
<p><b>9</b></p>	<p>15 min</p>	<p><b>Cluster Feedback</b></p> <ol style="list-style-type: none"> <li>1) <b>Inner East.</b></li> <li>2) <b>Temple Newsham / Halton.</b></li> <li>3) <b>Brigshaw Federation.</b></li> <li>4) <b>Garforth.</b></li> <li>5) <b>Seacroft Manston.</b></li> </ol>	<ol style="list-style-type: none"> <li>1) Chris Walton</li> <li>2) Richard Mellard</li> <li>3) Tim Bean</li> <li>4) Jane Addy</li> <li>5) Rosaleen Hamer</li> </ol>	<ul style="list-style-type: none"> <li>• To provide the East LT with an update from each of the Cluster Chairs on activities / work ongoing within their Cluster.</li> </ul>
<p><b>10</b></p>	<p>5 min</p>	<p><b>AOB.</b></p>	<p>All</p>	<ul style="list-style-type: none"> <li>• Items for urgent business identified at the start of the meeting or prior to the meeting through the chair.</li> </ul>
<p><b>11</b></p>	<p>FYI</p>	<p><b>Date and time of next meeting</b></p>	<p>Chair</p>	<ul style="list-style-type: none"> <li>• Next meeting to be held 8:30 – 10:30 Thursday 25<sup>th</sup> March 2010 @ John Smeaton Community College – Room G10</li> </ul>

		Date		Time	Venue	
		25 <sup>th</sup>	March	2010	8:30 – 10:30	John Smeaton Community College – Room G10
		27 <sup>th</sup>	May	2010	8:30 – 10:30	Tbc
		15 <sup>th</sup>	July	2010	8:30 – 10:30	John Smeaton Community College – Room G10

# Children Leeds – East Leadership Team

## MINUTES

Meeting held 26<sup>th</sup> November 2009

Item	Description	Action
<b>1</b>	<b>Welcome, apologies and introductions.</b>	
<b>1.1</b>	Ken Morton William Newham Ian Garforth Cllr Thomas Murray Angela Bailey Kevin Paynes Margaret Green Pam Hill Christine Street Cath Lennon Neil Bowden John Woolmer Tim Bean Jon Lund Diane Brown Richard Norton Ann Nicholl Rosaleen Hamer Richard Mellard Melanie Robinson Chris Walton Jason Minott Diane Reynard	DCSU – Locality Enabler - East DCSU – Support Secondary – East Leeds Governors Rep East Area Committee Children’s Champion Extended Schools Adviser – East School Improvement Adviser – Education Leeds NHS Leeds Head of Service – Children’s Services – NHS Leeds Job Centre Plus Head Teacher (Secondary) Area Youth Service Manager East North East Area Management Head Teacher & Cluster Chair – Brigshaw Federation Youth Offending Service NHS Leeds – East/North East CAMHS VCFS – Re’new Primary – East Leeds Governors Rep Head Teacher & representing Seacroft Manston Head Teacher & Cluster Chair – Temple Newsham Halton Head of Children’s Centre Services – East Head Teacher & Cluster Chair – Inner East Community Sports Officer – East Head Teacher – SILC
<b>1.2</b>	<b>In attendance:</b>	
	Anne Cowling	Manager – Leeds Healthy School and Wellbeing Programme
	Rory Barke	ENE Area Manager – Environments and Neighbourhoods
<b>1.3</b>	<b>Apologies Received:</b>	
	Jane Addy	Head Teacher & Cluster Chair – Garforth
	John Roche	CYPSC – Service Delivery Manager – East
	Julie Clarkson	Integrated Processes Coordinator – East
	Jeannette Morris-Boam	VCFS – Leeds Voice
	Nahid Rasool	VCFS – Shantona
	Til Wright	Education Leeds – Integrated Children’s Services
	Mike Haworth	Education Leeds
	Cllr Morgan	East Area Committee Children’s Champion
<b>1.4</b>	Ken Morton welcomed colleagues to the meeting and introductions were made.	
<b>2</b>	<b>Minutes of the last meeting and matters arising.</b>	
<b>2.1</b>	The minutes of the last Leadership Team held on Thursday 22 <sup>nd</sup> October were agreed as an accurate record of the meeting.	

### **3 Ofsted Inspection of Safeguarding and LAC Services.**

- 3.1** Ken Morton delivered a brief update on the Inspection of Safeguarding and Services for Looked After Children currently taking place and due to end on Friday 4<sup>th</sup> December. The final report findings will be published on the 7<sup>th</sup> January 2010. Ken highlighted that the inspection is not just an inspection of social care but of Children's Services and Partners as a whole although there has been a significant focus during the first week of the inspection on social work and individual case files . Any further queries relating to the inspection to be directed to Ken Morton or to the Director of Children's Services Unit. Feedback from the Inspection will be brought back to the January Leadership Team.

**KM**

### **4 ECM Survey.**

- 4.1** Anne Cowling (Education Leeds) delivered a presentation on The Leeds Every Child Matters (ECM) Survey 09/10. The survey, delivered through schools aims to promote participation and provide valuable data around pupil behaviour and perceptions. The survey is an online and anonymous pupil survey available to all pupils in years 5, 6, 7, 8, 9 and 11. Anne highlighted that the survey will now be accessible from the learning platform (LLN) a system that schools are already familiar with. This is in response to the IT problems that were initially encountered with the original service provider. Last year over 50% of primary schools ran the questionnaire while only 6 secondary did. For 09/10 the survey will be piloted in Mid January and be available for Schools in February.
- 4.2** There was agreement from the Head Teachers present that if the IT problems have been resolved that the survey is likely to provide useful information. There was also agreement from the Leadership Team that the cluster chairs would report back to the cluster steering groups with a recommendation to adopt across the patch where schools were able. This was conditional on the IT problems from the first 2 years being resolved. Some schools raised the question of how it compared to existing surveys and stated they would compare the ECM survey to their current provider survey. It was agreed that the ECM Survey Questions and the presentation would be circulated the Leadership Team for further dissemination and information sharing at a cluster level.

**WN**

### **5 Children and Young People's Plan priorities.**

- 5.1** Ken Morton circulated a progress report on Integrated Working and Safeguarding priorities to provide an overview for discussion on issues / ideas / recommendations on:
- Intervention Panels
  - Children Leeds Panels

- Common Assessment
- Integrated Services Leaders
- The Leeds Safeguarding Board

**Threshold documents:** Ken also reminded the Leadership Team that the threshold documents / pathways of referral are available download as a link on the Children Leeds website ([www.childrenleeds.org.uk](http://www.childrenleeds.org.uk)). Ken encouraged all present to ensure that the documents are widely distributed and ensure awareness within their organisations.

All

**5.2** Specific points arising from these discussions were as follows.

**5.2.1 Re Intervention & Children Leeds Panels:** 1<sup>st</sup> meeting of the Temple Newsham Halton due to meet in early December, Melanie Robinson has agreed to chair. Discussions around implementation are ongoing in the Inner East, Seacroft Manston and Garforth/Brigshaw. John Lund has agreed to chair the E/NE Children Leeds Panel – 1<sup>st</sup> Meeting to be held 10<sup>th</sup> Dec.

**5.2.2 Re: CAF:** Concerns were raised over the capacity of schools to complete CAFs especially with the introduction of the Intervention and Children Leeds Panels and their reliance on the CAF process being sufficiently embedded. Ken Morton agreed to raise with Julie Clarkson to agree how best to take forward.

KM/JC

**5.2.3 Re: ISL secondments:** A number of members of the Leadership Team raised concerns over the new ISL posts in terms of:-

- the sustainability of the posts after the initial 1<sup>st</sup> year secondment.
- the haste at which the posts, now approved, have been put out to recruitment.
- the level of communication with key local leaders and partners through the leadership team structures.
- the possible cross over in work with the cluster manager's role.

However it was agreed the posts were clearly an opportunity to learn about how we can more effectively support the 'team around the child model' at a local level. The East Leadership Team need to consider how to support when appointments have been made, Sally Threlfall and Mark Hopkins will be managing the ISLs.

**5.2.4 Re Safeguarding Board:** It was agreed that the review of the Safeguarding Board would be brought back to the Leadership team when finalised.

## **6 Extended Services Subsidy Grant (Activities Fund)**

**6.1** Alison Shaffner delivered a presentation on the 08/09 pilot that took



place in the Inner East, recommendations that have arisen from this pilot local to the E as well as city wide learning from the pilots in other wedges. Alison Asked the Leadership Team to consider the following

- Identifying specific wedge priorities
- Asking clusters to support the wedge priorities and allocate a % to support the wedge priorities
- Asking all establishments / partners to identify a “key driver” to joint the Activity Group.

- 6.2** Alison reminded the Leadership Team that free school meals is the criteria for eligibility. Allocation for the East will be around £670,000 The resource is likely to be for 1 year. It was agreed that the Activities fund requires further discussed at the Cluster steering groups and also would be brought back to the Leadership Team in January.

**Cluster  
Chairs**

## **7 Cluster Monitoring Reports**

- 7.1** Monitoring reports from the 5 clusters were circulated prior to the meeting. Each cluster chair delivered a brief update highlighting where things are going well. Angela Bailey commented that a more formalised approach for reporting to the Leadership is needed. A column is needed which evaluates impact in specific areas. It was agreed that a structured standard monitoring report should be implemented.

**AB/  
Cluster  
Chairs**

## **8 East Leeds Children’s Trust Arrangements.**

- 8.1 Area Inclusion Partnerships:** Ken Morton circulated the Terms of Reference for the Area Inclusion Partnerships from the LILS Programme Board (21<sup>st</sup> October 2009). Ken then raised the question of whether it would be appropriate to extend/incorporate the AIP into the Leadership Team as many of the attendees of this group would be the same. It was agreed by the Leadership Team that the agenda is sufficiently sizeable to require a separate meeting. Ken Morton agreed to pick up the set-up of the East AIP.

**KM**

- 8.2 East Leadership Team Chair:** Following on from the discussions around the AIP Ken Morton suggested that it may be timely to elect a new chair of the Leadership Team. Ken commented that he would be happy to remain the vice chair to support the transition. It was agreed that an expression of interest form would be created and circulated at the next Leadership Team in January.

**KM**

- 8.3 Post 14 Confederation:** Minutes of the East 14+ Confederation Meeting circulated for information.

**9 Team Neighbourhood.**

- 9.1** Rory Bark (E/NE Area manager – Environments and Neighbourhoods) delivered a presentation outlining new approaches to neighbourhood management. Rory circulated a report “Managing our Priority Neighbourhoods” to the Leadership team with the agenda.

**Team Neighbourhood Approach:** Rory outlined the report as seeking to encourage all those involved in helping improve the fortunes of our most deprived communities to come together as a ‘team’ with dual accountabilities – one to their organisation and other to the neighbourhood itself and the residents.

John Woolmer is leading the project and will be in touch with colleagues to set up the project.

**10 AOB**

- 10.1** No additional items were raised.

**11 Date and time of next meeting / meeting schedule.**

<b>East – Children’s Services Leadership Team</b>				
<b>Date</b>		<b>Time</b>		<b>Venue</b>
28 <sup>th</sup>	January	2010	8:30 – 10:30	John Smeaton – Room G10
25 <sup>th</sup>	March	2010	8:30 – 10:30	John Smeaton – Room G10
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## Wedge Based Connexions Intensive Support Services- Summary of proposals

### Background

Igen has been awarded the contract to manage the delivery of wedge based Connexions intensive support in the localities in Leeds. In our proposal we identified the following key principles which we now wish to action.

- Young people in Leeds deserve access to high quality services
- PAs in the wedges, both community based and in schools have been delivering excellent services, and making a difference to the lives of the young people they work with
- We can get better outcomes for young people in Leeds if we work through integrated partnerships
- Sub contracting the delivery of local services to a range of providers in a “mixed economy” approach
- Locality Management groups of providers and other agencies
- Coordination through a “Locality Manager” based in each wedge
- Locality Managers recruited from a range of different sectors, seconded to or employed by igen
- PAs continue to be employed by and based with current providers, if the providers are willing to do so

### Our vision for a Connexions Service for Leeds

The vision we expressed in our tender is outlined below.

The Connexions service in Leeds will be:

- for all young people ensuring an entitlement to high quality, impartial information, advice and guidance (IAG) and personal support when, where and how they need it enabling all young people to make effective transitions to adult and working life.
- Responsive to young people’s diverse and changing needs, making sure that at all times every young person has the level of support from their PA that they need
- inclusive and personalised, responsive to the voiced needs of young people and their families, taking full account of the barriers they may face, supporting and enabling them to participate in learning and to achieve their potential.
- an integral partner within IYSS and Children Leeds Partnerships, evidencing its contribution to achievement of ECM and LAA targets, providing something for everyone and more for those who need it in order to lead happy, safe and fulfilled lives within harmonious communities and contributing to Narrowing the Gap and to the City Going up a League
- Delivered by partnerships of providers, working closely together to deliver a service that supports all young people building on the strengths of each organisation

- Recognised locally and nationally for its innovative and leading edge effective practices which impact positively on the quality and accessibility of impartial IAG services across the City.

## Wedge based management groups

### Locality Management Group

In each wedge we will convene a Locality Management Group, which will consist of all key stakeholders. This includes as a minimum all organisations hosting PAs, and those organisations offering other services that have a Connexions Access point within their provision. These groups will also include key agencies such as YOS, Looked After Children and Locality Enablers. These groups will work with other locality based and City Wide groups including the NEET strategy group, the September Guarantee Group and the IYSS Information Group.

### Young people's advisory group

Within each locality wedge there will be a young people's advisory group which will specifically target young people who may be accessing intensive support. This will be achieved through partnership work with the youth service/community partners, who will work with igen to identify and facilitate the group. We will allocate funding in each wedge to support empowerment activities, which we will commission from youth service and community partners and will focus on funding activity in ward/super output area level to address geographical NEET hotspots. The Young People's Advisory Group, working with the Locality Management Group, will identify the priorities and project areas for each wedge.

## Managing the delivery

The contract will be managed by a senior manager based at igen who will lead negotiations with subcontractors, working with the 5 Locality Managers. PAs within the wedge will be coordinated by the Locality Manager who will report to the igen contract manager.

The Locality Managers will undertake day to day management and support of service delivery teams and the contract management of partners. They will monitor and review the overall plan for each locality and service area, put into place service level agreements and protocols with partners, review delivery with partners and liaise with a wider network of organisations in their locality, undertake professional supervision and

caseload reviews, manage and monitor referrals, and supervise the tracking of young people and the recording and quality of management information on Insight.

The role profile for the Locality Managers jobs is attached to this report, and it is our intention, once we have had initial discussions with providers, to put these jobs out for recruitment as soon as possible, as they are key to moving forward. We actively welcome applications from staff from partner organisations on a secondment basis, as well as direct applications. It is our vision that locality managers will come with backgrounds in each of the sectors who are currently delivering Connexions services, bringing strengths from each sector to the team across the City.

### Wedge delivery plans

For each wedge the Locality Manager, Locality Management Group, and Igen Contract Manager will develop a delivery plan for consultation and agreement with partners which will include detailed information about the resourcing and deployment of advisers. The plan will be reviewed and reported, on a quarterly basis to the Locality Management group and evaluated annually.

There will be a review of services in the wedge in the first 3 months of the contract, where factors relating to assessment of need will be used by the Locality Management Group to evaluate current placement of PAs and to put forward plans for any changes. This will then be subject to an annual review conducted by the Locality Manager, fed back to the Locality Management Group who will undertake an annual process of resource allocation within the wedge linked in with delivery planning to meet the NEET and Not Known Targets.

### Where will PAs be based?

It is our intention that subject to agreement with existing providers, PAs will continue to be employed by, and based at their current organisations. We would like to move to a model, where all PAs are based in public access and institutional settings, and backed up by the resources of a Connexions Access Point. PAs based at the Access Point.

We know that this will be easier to achieve in some settings than others, and we will be talking with all partners about how this might work.

- We hope to work with a wide range of places where young people go to encourage them to develop Connexions Information Points, where they can be signposted to the Access Points.

## The locality teams

It is our intention that the Locality Managers will lead teams of PAs in each wedge, who will work with the Locality Management Group to develop and deliver intensive support services.

The Locality Manager will ensure that in each locality wedge, PAs offering intensive support services are brought together as a team, are aware of the roles of contributions of each other, and are actively referring young people to each other. We will establish referral processes in each of the wedges and will ensure that recording on Insight clearly gives the named PA for each young person. Referral protocols will be agreed with the Universal Service provider which looks at both referral to intensive support PAs and then back to the Universal Service should the support needs of the young person change. We will work with the Locality Management Group and the Locality Manager to ensure that all young people in each of the wedges have named PA and are receiving the appropriate level of support from the Connexions Service.

The Locality Manager will lead a locality approach to establishing referral networks and processes. These will establish clearly the intensive PA support service offered within the wedge, and will ensure that young people needing intensive support are identified and referred to the most appropriate PA. Identification will be through strong relationships with schools local community agencies, statutory agencies, and the Universal Service Connexions provider. The Locality Manager will be responsible for working with a range of agencies in the locality including health, education and youth and community sector to ensure that young people requiring additional support are identified and referred to the most appropriate intensive support PA. The Locality Management Group and the Locality Manager will, using Insight, have a clear understanding of the cohort of young people who are in education and or living within the wedge, and will ensure that where they require intensive support they are identified, case loaded to a Lead PA, and offered appropriate support. The support offered and the outcomes for these young people will be recorded on Insight.

All Transition PAs based in schools will offer transition support, focusing on key groups of young people, including looked after children not supported by another PA, young carers, teenage parents not supported by another PA, those supervised by the YOT, and those identified by schools using diagnostic grids, as being unlikely to make a transition into positive outcomes. PAs based in community bases will continue to support vulnerable groups of young people, including where appropriate, referrals from young people approaching the transition from school, as well as young people who are already NEET, and to target 17 year old NEET young people.

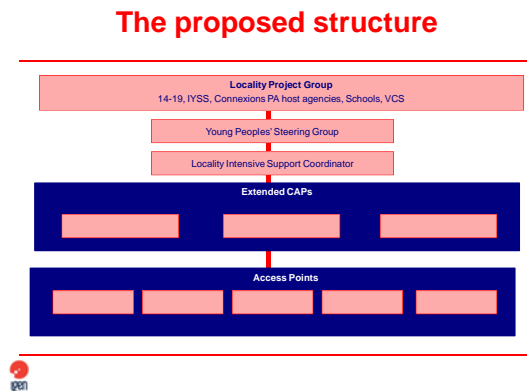
## Model in each wedge

We have proposals for the delivery of services in each wedge, which we are keen to discuss with the providers in each area. In each locality the management structure will be the same, but the detail of PA numbers and where each is based will vary.

The principles are:

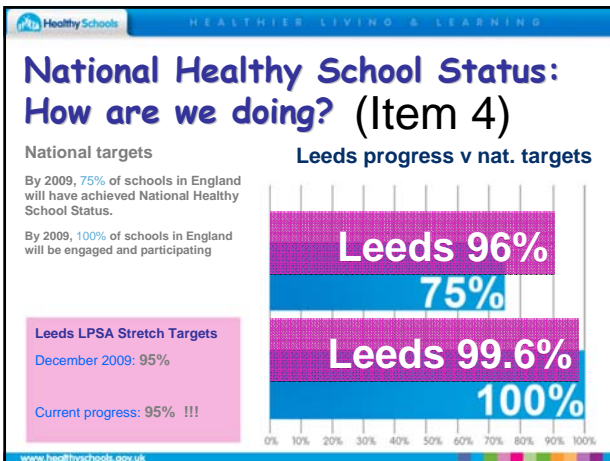
- In each of the wedges there will be either the same or more PAs than there are currently.
- They will continue to be split evenly between school based and community based PAs, this will include any plans for additional PAs
- For additional community based PAs, we will seek to work with community partners to employ and host these
- Any additional school based PAs will be employed by igen but based full time in a school

The model in principle, looks like this:



## What happens next?

- It is our intention to contact and meet with all current providers as soon as possible, to discuss the model, and to hopefully plan how we can move forward together.
- We are happy to come and meet with individuals in organisations, with groups of staff and with Boards and Management Groups, to talk through our vision and model.
- We will put in place consultation process with a wide range of partners in each wedge- young people and their parents and carers, PAs, all schools and VCFS organisations. The findings will be fed back to the Locality Management Groups.
- Once these meetings are completed, we will establish the Locality Management Groups and the young people's advisory groups as soon as possible, so that they can start to influence services.
- Advertise the Locality Managers jobs
- We will meet with providers to discuss or aims and will establish contracts with each



### The National Healthy School Enhancement Model

It is an outcomes based model for improving the health and wellbeing of children and young people, which will:

- involve a mixture of school-based, local and national priorities, which will be flexibly developed by schools in conjunction with key partners
- provide universal and targeted health interventions.

April 2009  
www.healthyschools.gov.uk

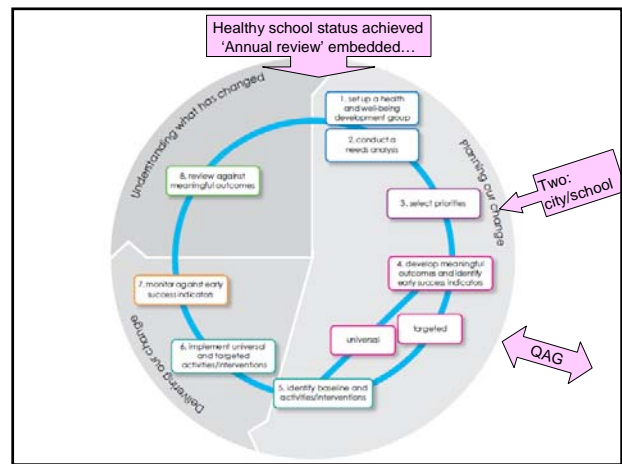
### Maintaining National Healthy School Status

Schools will be expected to maintain the universal provision established through achieving NHSS. This will be done in the form of an online tool called the 'Annual Review'

### How will schools be guided through enhancement?

Using an online 'Health & Well-being Improvement Tool', which enables them to: plan, record & monitor their ongoing progress towards achieving meaningful outcomes.

www.healthyschools.gov.uk



attendance safeguarding

Ofsted: HSEM supports 7 pupils' outcomes: ECM x 5, behaviour, SMSC.

Targeted work supports 'taking account of any variation between groups'.

Engagement with parents

Community cohesion

Healthy Schools

### Benefits for schools

- Focus on pupil need – universal and targeted
- SEF - hard evidence, that is figures, percentages, tangible evidence, might be gathered to support assertions: wellbeing
- National benchmarking
- School report card - wellbeing



## Item 4

### Healthy School and Wellbeing Team

#### Proposed 'service to schools' model (DRAFT)

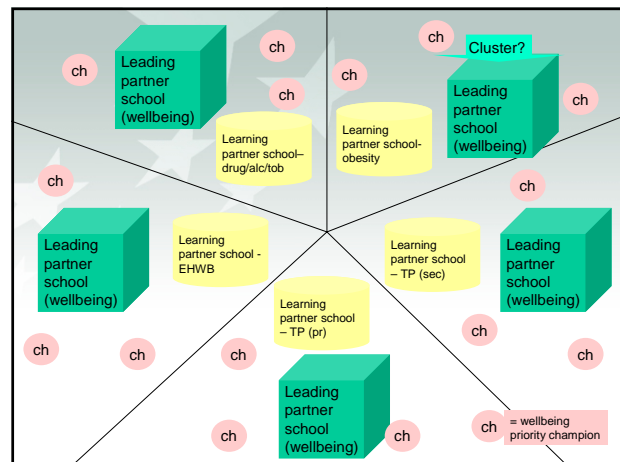
You may think of questions as we go along – please write these down and ask them at the end of the presentation

### Why a new model?

- Context -
  - New enhancement model (& 21<sup>st</sup> century school vision)
  - TaMHS model
  - Sustainable schools
  - Participation
  - Clusters, locality working, SSPs
  - Increasingly collaborative models

### Proposal...

- a package that delivers a variety of services to schools
- develops leadership and collaboration at all levels
- increases school involvement in leading service delivery
- but maintains existing 'central' functions



### Leading partner

#### Role of leading partner school/cluster

- Hosts (but doesn't line manage) healthy school consultant, who gives
  - In-reach capacity building
  - Out-reach for remainder of week
    - healthy school roll-out for locality/wedge
- Is/becomes 'demonstration school'
- School HT/senior leadership expertise with training
- Facilitates collaborative model

### Leading partner

- Benefits for leading partner school/cluster?
  - 'Free' additional capacity
  - Develops excellent wellbeing practice/outcomes
  - Other knock-on factors?
- Benefits for schools in locality
  - Credible, collaborative support from local school/cluster with good practice
  - Better possibilities of joint commissioning from/of... ?
- Benefits for HS programme/city
  - Consultant expertise 'grounded' in school experience
  - Leading HS work within the wedge – local access, local ownership
  - Outreach 'additionality' gained from HT, other lead staff

Learning partner – specialist consultants

- School/cluster hosts specialist consultant
  - Out-reach
    - Specialist support city wide
  - In-reach
  - Is/becomes 'demonstration school' for specialism expertise
  - School leadership supports outreach
  - School specialist lead expertise

Learning partner – specialist consultants

- Benefits for learning partner school?
  - Free in-reach work
  - Develops excellent wellbeing practice/outcomes
  - other 'knock-on' benefits
- Benefits for schools in city
  - Credible, collaborative support from local school with good practice
  - Development of 'champions', collaboration
- Benefits for specialists
  - Staff expertise 'grounded' in school experience
  - Outreach 'additionality' gained from HT, other lead staff

ch = wellbeing priority champion

#### Role –

- Enthusiast, communicator, coach/mentor, network lead –
  - receives leadership/coaching/expertise training
  - In-reach work with own school, year 1?
- Out-reach to locality with specialism by year 2?
  - Could be one of a number of areas of expertise:
    - Enhancement model, TP, EHWB, bullying, behaviour, obesity, drugs,
- Becomes another 'demonstration school' for specialism expertise
- May take 2 years to develop

ch = wellbeing priority champion

- Benefits to 'champion' school
  - CPD/career enhancement for champion
  - Area of expertise developed for school
- Benefits to other schools in locality
  - Local expert on hand
  - Framework for schools to collaborate

## Roll out

- Leading /learning schools – by invitation?
- Contracts! Summer term - negotiated at school level
- Enhancement model roll-out: balancing...
  - in-reach / leadership capacity building and
  - wedge outreach –
  - increased focus on deprivation
- Potential for innovation

Lead partner

Learning partner

- Some of the risks Ed Leeds:
  - inter-team communication, coordination, development of systems/processes/ models/creativity/PM support
  - Administration systems? Particularly for training
  - info management – recording/reporting
  - Storage of resources?
  - Space in schools?
- Some of the risks - schools
  - Not all schools will be leaders -
  - Capacity - commitment might compromise other work
  - No funds attached to it (as yet) – in kind staff only – less flexibility
  - Space in schools – contract with schools will include clear specifications for office space – could be difficult to honour
  - Longer term commitment: takes time to build staff confidence/skills to deliver outreach (year 2 is always better than year 1)

**Selected quotes relating to integrated working from the Ofsted report on the inspection of safeguarding and looked after children services January 2010**

- *Services have been reorganised in localities to deliver sharply focused early intervention services which are closely aligned to meet local community needs.*
- *Multi-agency early intervention services in localities are having an increased impact on positive outcomes for families. For some children where there were child protection concerns, the level of risk has been reduced and they have not been made the subject of a child protection plan because of this early intervention.*
- *The well-planned implementation of integrated services in localities is leading to some good joined-up multi agency work. These services are making a difference in relation to the most challenging aspects of safeguarding work.*
- *The council has provided proactive and inclusive leadership on behalf of the partnership in the development of services in localities and there has been good support from a wide range of partners, including NHS Leeds, police, youth justice service and voluntary sector.*
- *The roll out of locality services is helping to deliver more integrated, multi-agency services which are increasingly successful and designed to meet local needs.*
- *Work in partnerships is good. There is good partnership working at a strategic and local level to improve outcomes for looked after children. Strong and effective partnership working with schools, early years' providers and other educational settings has made a demonstrable difference to the attainment and progress of looked after children and care leavers and to their enjoyment, as evidenced in their increasing attendance rates at school.*
- *The development of locality and inter-agency working is increasingly developing the capacity of local areas to meet the diverse needs of looked after children and is making a positive difference to outcomes for them.*
- *Impressive partnership working with the specialist inclusive learning communities (centres?) and partners across localities is helping to include and meet the individual needs of young looked after children*
- *Voluntary and community sector representatives are strongly involved in partnerships but feel insufficiently involved in strategic planning.*

Shaid Mahmood 14 January 2010



Originator: *Ken Morton*  
Tel: *3950572*

**Report of the Director of Children's Services**  
**To: East (Inner) Area Committee**

**Date: 4th February 2010.**

**Subject: Children Services – Area Committee Performance Report**

**Electoral Wards Affected:**  
**All**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council Function  Delegated Executive Function available for Call In  Delegated Executive Function not available for Call In Details set out in the report

**Executive Summary**  
To provide the Area Committee with a dashboard of Children Services performance data.

## 1.0 Purpose of This Report

This report introduces a dashboard of Children Services performance data disaggregated at an Area Committee or ward level.

## 2.0 Background

At the last meeting of the area committee members discussed an outline of performance indicators which would support the Committee to assess local progress against the ambitions of the Children and Young People Plan. The report does not at this stage seek to provide a full commentary and interpretation of progress against each individual indicator but to provide sufficient information to enable the Committee to further inform development of effective performance reporting. Comments made by members in the last cycle of committee meetings and by Children Champions have been included in this report. It is acknowledged that further work is needed, for example, to provide a more qualitative

analysis of progress particularly from the voice of children, young people, parents and carers.

### **3.0 Structure of the information.**

Appendix 1 disaggregates information at an area committee level in 2 sections.

Section 1 - Performance of settings (e.g. Primary and Secondary schools, sixth forms, colleges, children centres, child minders) as assessed by OFSTED.

The information available in Appendix 1 covers Primary and Secondary school and sixth form OFSTED inspection judgments. Individual inspection reports can be seen on the OFSTED website.

Section 2 – is an analysis of a small number of the indicators selected from the Children and Young People Plan priorities. During the course of the next year this list of indicators will be further developed in discussion with the Area Committee Children Champions. Some data has been disaggregated at a ward level which has been included as Annexes to Appendix 1.

### **4.0 Implications For Council Policy and Governance**

There are no implications for Council policy and governance. The report supports the agreed functions of the Area Committee as outlined in the Area Function Schedule and the Council's Constitution.

### **5.0 Legal and Resource Implications**

There are no legal implications and the resource implications are a requirement for central performance management arrangements to develop local reporting arrangements, within existing resources.

### **6.0 Recommendations**

Elected Members are asked to:

- note the report and comment on further development they would like to see;
- discuss and agree items they would like to take forward arising from the report.

## NEET and Not Known Breakdown - December 2009 Figures

It should be noted that these figures will not include young people who are in education or training in Leeds and not resident in Leeds, those young people are included in the headline figures for the authority.

If a young person's address is unknown it is recorded as the Connexions Centre. This means the large number of young people in the city centre does not reflect the number of young people who actually live in the city centre.

Errors in the recording of postcode on the Connexions database mean there are a number of young people who can not be matched to a ward. For this reason these figures should be viewed as indicative.

Ward Wedge	Ward	NEET		Not Known		Number of young people
		Count	%	Count	%	
Inner East	Gipton & Harehills	110	10.45%	103	9.78%	1053
Inner East	Killingbeck & Seacroft	73	7.65%	103	10.80%	954
Inner East	Burmantofts & Richmond Hill	96	11.41%	100	11.89%	841
Outer East	Crossgates & Whinmoor	49	6.53%	68	9.07%	750
Outer East	Garforth & Swillington	24	3.71%	33	5.10%	647
Outer East	Kippax & Methley	21	3.41%	27	4.38%	616
Outer East	Temple & Newsam	53	6.65%	56	7.03%	797
Inner North East	Moortown	20	3.03%	29	4.40%	659
Inner North East	Roundhay	22	3.15%	34	4.87%	698
Inner North East	Chapel Allerton	67	8.16%	61	7.43%	821
Outer North East	Alwoodley	20	3.58%	20	3.58%	559
Outer North East	Harewood	5	1.36%	10	2.72%	368
Outer North East	Wetherby	2	0.54%	14	3.81%	367
Inner North West	Hyde Park & Woodhouse	33	9.02%	27	7.38%	366
Inner North West	Kirkstall	50	8.82%	38	6.70%	567
Inner North West	Weetwood	24	4.44%	34	6.28%	541
Inner North West	Headingley	10	8.40%	10	8.40%	119
Outer North West	Adel & Wharfedale	9	1.71%	16	3.05%	525
Outer North West	Guiselley & Rawdon	24	3.77%	25	3.93%	636
Outer North West	Horsforth	17	2.75%	36	5.82%	619
Outer North West	Otley & Yeadon	35	4.90%	40	5.59%	715
Inner West	Armley	94	10.94%	86	10.01%	859
Inner West	Bramley & Stanningley	79	10.10%	75	9.59%	782
Outer West	Calverley & Farsley	19	3.16%	28	4.66%	601
Outer West	Farnley & Wortley	63	7.45%	92	10.87%	846
Outer West	Pudsey	34	4.93%	44	6.39%	689

		NEET		Not Known		Number of young people
Ward Wedge	Ward	Count		Count		
Inner South	Beeston & Holbeck	78	10.43%	66	8.82%	748
Inner South	City & Hunslet	111	10.22%	212	19.52%	1086
Inner South	Middleton Park	107	10.92%	109	11.12%	980
Outer South	Ardsley & Robin Hood	33	4.86%	61	8.98%	679
Outer South	Morley North	31	4.99%	47	7.57%	621
Outer South	Morley South	42	6.93%	35	5.78%	606
Outer South	Rothwell	37	6.15%	40	6.64%	602

## Teenage Pregnancy

## Annex 2

The data in the table below is produced nationally by the Office for National Statistics on a three year cycle and covers the period from 2004-06. This is the most up to date ward data available. Old ward descriptors have been used as the ward boundaries in Leeds changed in spring 2004. The headline figure for Teenage Conception in Leeds for 2008 will be made available in February 2010. It is expected that the ward breakdown (using the current ward boundaries) for 2005-07 will also be available in February 2010. The 2006-08 ward breakdown data is due in November 2010.

The target is to reduce the under 18 conception rate by 55% by 2010 (compared to the 1998 baseline rate). The rates are calculated by the national Teenage Pregnancy Unit. There is a 14 month time lag in the release of conception statistics as they are partly compiled from birth registrations which may not be available for up to 11 months after the date of conception. The table below shows the ward rates for Leeds 2004-06. Numbers are aggregated over three years because at ward level numbers can vary significantly year on year. The wards have been allocated to area commit not been calculated as this would mask the variation.

Management Areas	Ward	Under 18 conception (number) (2004-06)	Under 18 conception (rate) (2004-06)	Index of Multiple Deprivation Score 2007
<b>City wide</b>		<b>2049</b>		
Inner East	Burmantofts	113	90.7	51.3
Inner East	Harehills	83	52.8	49.9
Inner East	Richmond Hill	127	97.1	50.0
Inner East	Seacroft	128	101.7	52.0
<b>Total</b>		<b>451</b>		
Inner North East	Chapel Allerton	92	78.2	40.1
Inner North East	Moortown	28	20.4	16.1
Inner North East	Roundhay	23	15.6	11.8
<b>Total</b>		<b>143</b>		
Inner North West	Headingley	20	38.6	18.2
Inner North West	Kirkstall	73	75.3	29.0
Inner North West	University	76	80.8	34.9
Inner North West	Weetwood	35	34.9	17.2
<b>Total</b>		<b>204</b>		
Inner South	Beeston	59	53.3	36.7
Inner South	City and Holbeck	112	93.9	49.5
Inner South	Hunslet	103	85.7	47.3
Inner South	Middleton	91	73.6	32.8
<b>Total</b>		<b>365</b>		
Inner West	Armley	93	72.2	36.5
Inner West	Bramley	106	68.0	34.5
<b>Total</b>		<b>199</b>		
Outer East	Barwick and Kippax	49	33.3	14.9
Outer East	Garforth and Swillington	53	38.3	13.2
Outer East	Halton	33	26.5	13.0
Outer East	Whinmoor	45	41.9	27.5
<b>Total</b>		<b>180</b>		
Outer North East	Wetherby	32	21.2	8.1
Outer North East	North	28	20.3	14.1
<b>Total</b>		<b>60</b>		
Outer North West	Aireborough	40	25.9	11.5
Outer North West	Cookridge	29	22.7	14.2
Outer North West	Horsforth	22	19.2	9.9
Outer North West	Otley and Wharfedale	28	21.5	10.1
<b>Total</b>		<b>119</b>		
Outer South	Morley North	44	29.9	16.3
Outer South	Morley South	68	39.6	19.7
Outer South	Rothwell	44	38.0	18.2
<b>Total</b>		<b>156</b>		
Outer West	Pudsey North	33	29.6	14.3
Outer West	Pudsey South	53	41.0	20.8
Outer West	Wortley	86	64.1	30.0
<b>Total</b>		<b>172</b>		



Area	Ward	Referrals to CYPSC between 1st Nov 09 - 30th Nov 09 with outcome of Initial Assessment or Immediate S47 enquiry
Inner EAST	Gipton and Harehills	19
	Killingbeck and Seacroft	17
	Burmantofts and Richmond Hill	33
<b>TOTAL</b>		<b>69</b>
Outer EAST	Crossgates and Whinmoor	18
	Garforth and Swillington	13
	Kippax and Methley	6
	Temple Newsam	13
<b>TOTAL</b>		<b>50</b>
Inner NORTH EAST	Moortown	4
	Roundhay	12
	Chapel Allerton	29
<b>TOTAL</b>		<b>45</b>
Outer NORTH EAST	Alwoodley	7
	Harewood	5
	Wetherby	0
<b>TOTAL</b>		<b>12</b>
Inner NORTH WEST	Hyde Park and Woodhouse	13
	Kirkstall	7
	Weetwood	6
	Headingley	4
<b>TOTAL</b>		<b>30</b>
Outer NORTH WEST	Adel and Wharfedale	8
	Guiseley and Rawdon	8
	Horsforth	0
	Otley and Yeadon	18
<b>TOTAL</b>		<b>34</b>
Inner WEST	Armley	37
	Bramley and Stanningley	47
<b>TOTAL</b>		<b>84</b>
Outer WEST	Calverley and Farsley	4
	Farnley and Wortley	18
	Pudsey	18
<b>TOTAL</b>		<b>40</b>
Inner SOUTH	Beeston and Holbeck	53
	City and Hunslet	39
	Middleton Park	47
<b>TOTAL</b>		<b>139</b>
Outer SOUTH	Ardley and Robin Hood	11
	Morley North	7
	Morley South	16
	Rothwell	8
<b>TOTAL</b>		<b>42</b>

23 additional referrals with outcome of Initial Assessment or Immediate S47 enquiry are not included in the above table due to post codes needing to be verified.

Breeze card holders (Dec 09)	Total CYP 0-19	Total CYP Aged 0-19 by area
13592	23187	58.6
14341	19787	72.5
11361	16428	69.2
7087	13692	51.8
7582	17994	42.1
11754	19468	60.4
8781	12151	72.3
10260	16193	63.4
11490	18523	62.0
11570	20554	56.3
<b>107818</b>	<b>177977</b>	

Total CYP Aged 0-19 by area								
23,187	19,787	16,428	13,692	17,994	19,468	12,151	16,193	18,523
Total CYP Aged 0-19 by area								
58.6%	72.5%	69.2%	51.8%	42.1%	60.4%	72.3%	63.4%	62.0%

20,554		
56.3%		

**SECTION 1**

**Primary Schools - Block A Performance Profile setting judgement - Inspection reports published on Ofsted website as at 12 Jan 2010.**

Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result	City Wide Target
3 - Out. 10 - Gd. 10 - Sat. 0 - Inad.	3 - Out. 13 - Gd. 11 - Sat. 1 - Inad.	3 - Out. 7 - Gd. 6 - Sat. 0 - Inad.	6 - Out. 15 - Gd. 2 - Sat. 0 - Inad.	3 - Out. 9 - Gd. 7 - Sat. 0 - Inad.	6 - Out. 17 - Gd. 5 - Sat. 0 - Inad.	1 - Out. 7 - Gd. 7 - Sat. 0 - Inad.	2 - Out. 11 - Gd. 7 - Sat. 0 - Inad.	1 - Out. 12 - Gd. 9 - Sat. 0 - Inad.	4 - Out. 14 - Gd. 7 - Sat. 0 - Inad.	32 - Out. 115 - Gd. 71 - Sat. 1 - Inad.	N/A

**Secondary Schools - Block A Performance Profile setting judgements - Inspection reports published on Ofsted website as at 12 Jan 2010.**

Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result	City Wide Target
0 - Out. 2 - Gd. 2 - Sat. 0 - Inad.	1 - Out. 3 - Gd. 1 - Sat. 0 - Inad.	1 - Out. 1 - Gd. 2 - Sat. 0 - Inad.	0 - Out. 2 - Gd. 1 - Sat. 0 - Inad.	0 - Out. 1 - Gd. 1 - Sat. 1 - Inad.	0 - Out. 4 - Gd. 2 - Sat. 0 - Inad.	2 new schools, no current Ofsted reports.	0 - Out. 0 - Gd. 4 - Sat. 0 - Inad.	0 - Out. 0 - Gd. 1 - Sat. 0 - Inad.	1 - Out. 0 - Gd. 4 - Sat. 0 - Inad.	3 - Out. 13 - Gd. 18 - Sat. 1 - Inad.	N/A

**Sixth forms (includes SILCs, therefore total can be more than number of secondaries) - Block A Performance Profile setting judgements - Inspection reports published on Ofsted website as at 12 Jan 2010.**

Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result	City Wide Target
1 - Out. 1 - Gd. 1 - Sat. 1 - Inad.	0 - Out. 3 - Gd. 2 - Sat. 0 - Inad.	1 - Out. 1 - Gd. 2 - Sat. 0 - Inad.	0 - Out. 2 - Gd. 2 - Sat. 0 - Inad.	0 - Out. 1 - Gd. 2 - Sat. 0 - Inad.	0 - Out. 4 - Gd. 2 - Sat. 0 - Inad.	2 new schools, no current Ofsted reports.	0 - Out. 0 - Gd. 4 - Sat. 1 - Inad.	0 - Out. 0 - Gd. 1 - Sat. 0 - Inad.	0 - Out. 1 - Gd. 4 - Sat. 0 - Inad.	2 - Out. 13 - Gd. 20 - Sat. 2 - Inad.	N/A

**SECTION 2**

**Priority: Improving early learning and primary outcomes in deprived areas**

**Measure: NI 76 - Reduction in number of primary schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2**

Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result 08-09 ac yr	City Wide Target 08-09 ac yr
5 (of 23 primary schools)	4 (of 28 primary schools)	4 (of 16 primary schools)	0 (of 18 primary schools)	4 (of 19 primary schools)	0 (of 25 primary schools)	5 (of 15 primary schools)	3 (of 20 primary schools)	8 (of 22 primary schools)	1 (of 23 primary schools)	34 schools (of 209 schools)	11 schools (of 209 schools)

**Info about PI**  
 The data above in the areas relates to academic year 08-09. This indicator relates to maintained mainstream schools with end of KS2 cohorts with more than 10 pupils where less than 65% are achieving Level 4 or above in both English and maths at the end of KS2. Pupils' attainment is assessed in relation to the National Curriculum and pupils are awarded levels on the National Curriculum scale to reflect their attainment.

**Comments**  
 There has been an increase in the number of schools below this floor target, both in Leeds and nationally. The government's aim is that local authorities achieve reductions by 2011 of 40% in the number of schools below floor target compared to 2007 levels. For Leeds this means having 19 or fewer schools at this level in the next two years. School improvement advisors and School Improvement Partners will continue to provide targeted support to schools below floor target. Evidence shows that where schools receive interventions including rigorous monitoring, analysis of pupil progress and booster work that is effective in raising attainment. An additional initiative this year is the introduction of one-to-one tuition in English and maths for small groups of pupils who do not make the progress they should in small group or whole-class settings. Outcomes for schools involved in improvement programmes show a better than national rate of improvement. 2009-10 academic year provisional results will be available by Autumn 2010.

**Priority: Providing places to go, things to do**

**Measure: LKI - IYSS9 - Number of Breezecard holders (figures correct at end of Dec 09)**

Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result	City Wide Target 09-10
Card holders 13,592	Card holders 14,341	Card holders 11,361	Card holders 7,087	Card holders 7,582	Card holders 11,754	Card holders 8,781	Card holders 10,260	Card holders 11,490	Card holders 11,570	123,298 (Q3 09-10)	116,000
Total CYP 23,187	Total CYP 19,787	Total CYP 16,428	Total CYP 13,692	Total CYP 17,994	Total CYP 19,468	Total CYP 12,151	Total CYP 16,193	Total CYP 18,523	Total CYP 20,554	Total CYP 177,977	
58.6% of CYP in area with card	72.5% of CYP in area with card	69.2% of CYP in area with card	51.8% of CYP in area with card	42.1% of CYP in area with card	60.4% of CYP in area with card	72.3% of CYP in area with card	63.4% of CYP in area with card	62% of CYP in area with card	56.3% of CYP in area with card	69.3% of CYP in area with card	

**Info about PI**  
 2009-10 was the first year this indicator was reported corporately. All young people under 19 can apply for the free card. Once members they can access a range of free events and activities and receive discounts at leisure and entertainment venues including all Leeds City Council museums and galleries.

**Comments**  
 The annual target for this indicator was exceeded in quarter 2 and quarter 3 sees the figure being extended further. This good performance is a result of four key factors: 1) the impact of the government's free swims initiative; 2) promotional work with the Youth Service; 3) the need to have a Breezecard to gain access to summer Breeze activities and events and to receive discounts at leisure centres and other venues; 4) the fact that take up is always higher in Quarter 1 and Quarter 2 in preparation for the school holidays; and 5) Breeze on tour takes place during quarter 2.

A joint initiative is being undertaken by the Breezecard Team and Education Leeds to ensure all Leeds school children have a Breezecard by May 2010. This work will lead to a large increase in the number of Breezecard holders.

**Priority: Raising the proportion of young people in education or work**

**Measure: NI 117\*(LAA) - The proportion of young people aged 16-18 Not in Education, Employment or Training (also in the basket of poverty indicators)**

Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result	City Wide Target 09-10
<b>SEE ANNEX 1</b>										8.1% (1911) (Dec 09)	7.80%

**Info about PI**  
 Data relates to young people who were aged 16-18 on the day of the count. Young people aged 16 to 18 years are counted as EET (education, employment or training) if they are in:

- Education (including gap year students who have an agreed deferred HE entry date)
- Government supported training
- Employment

Young people aged 16 to 18 years are counted as NEET (not in education, employment or training) if they are not engaged in one of the EET activities above, including those:

- Undertaking a personal development opportunity, voluntary work or activity agreement
- Seeking or waiting to start work or learning
- Not available to the labour market (including those experiencing ill health, caring for child, or out of the country).

**Comments**  
 The figures provided at Annex 1 are for December 2009.

Measure: Not Known - percentage of young people whose status is Not Known as defined by national CCIS rules.											
Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result	City Wide Target 09-10
<b>SEE ANNEX 1</b>										10.7 % (2587) (Dec 09)	6.30%
<b>Info about PI</b> Young people are classed as 'not known' if they have not had contact with the Connexions service within a certain period. How regular the contact needs to be depends on whether the young person is NEET or EET. Therefore the 'not known' figure includes young people who may be in contact with other services, but whose record has not been updated on the Connexions database.											
<b>Comments</b> The figures provided at Annex A are for December 2009.											
Measure: NI 75 Proportion of pupils in schools maintained by the authority achieving five or more GCSEs at grades A*-C or equivalent, including English and Maths.											
Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result 08-09 ac yr	City Wide Target 08-09 ac yr
30.9%	51.2%	46.4%	52.0%	41.2%	62.1%	27.1%	41.3%	26.0%	49.3%	45.90%	51.60%
<b>Info about PI</b> The data above in the areas relates to academic year 08-09. This indicator covers the number of pupils achieving 5 or more A*-C GCSEs or equivalent including English and Maths at KS4 as a percentage of the number of pupils at the end of KS4. The school element relates to all maintained mainstream schools including Academies. Key Stage 4 (KS4) is the stage of the National Curriculum between the ages of 14 and 16 years. GCSE is the principal means of assessing pupil attainment at the end of compulsory secondary education. Grades A* to G are classified as passes, grades A* to C as good passes and grades U and X as fails.											
<b>Comments</b> Please note: Results are included for Intake, South Leeds, West Leeds and Wortley schools which are now closed. Results are also included for David Young Community Academy.											

Priority: Reducing teenage conception											
Measure: NI 112 Under 18 conception rate											
Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result 08-09	City Wide Target 09-10
<b>SEE ANNEX 2</b>										48.1 per 1,000 females aged 15-17) (677)	42.7 per 1,000 females aged 15-17)
<b>Info about PI</b> The 2007 rate for Leeds is 48.1 per 1000 female population aged 15-17, a reduction from the 2006 figure of 50.9 (conceptions per 1000 female population aged 15-17), still above the national rate of 41.7.											
<b>Comments</b> The next nationally produced city wide data will be available in February 2010 and will be the data relating to 2008. However, although the first and second quarter data for 2008 showed an increase, the third quarter for 2008 is 46.3, producing a rolling quarterly average of 49.7 (conceptions per 1000 female population aged 15-17). It should also be noted that overall the national rate has fallen and within core cities, Leeds is the second lowest above Newcastle.  Levels of teenage pregnancy vary immensely between localities. Better quality data providing more timely information at the local level is supporting the development and coordination of services which are starting to have a positive impact on reducing the level of teenage pregnancy across the city. Priority actions will focus on recognising the interdependencies between teenage pregnancy and improving other outcomes for children and young people; providing young people with the means to avoid early pregnancy; tackling the underlying circumstances that motivate young people to want to, or lead them passively to become parents  at a young age; working in effective partnerships to ensure universal provision for all young people with strengthened delivery and services to those most at risk; and acknowledging that effective interventions require significant time to deliver sustainable change.  Recent achievements include:  <ul style="list-style-type: none"> <li>• The Contraception and Sexual Health (CaSH) service from Sept 09 will be offering an after school contraception outreach clinic in the six priority wards.</li> <li>• From Sept 09 on-site contraception clinics will be running in the three main FE providers in the city.</li> <li>• The Family Nurse Partnership is operational and is working with young pregnant women and mothers and their families to improve early parenting, antenatal health, enhance child development and school readiness and link the family to wider social networks and employment.</li> <li>• The 'Be Smart:Use a Condom' Publicity Campaign was highly commended at the 'Making a Difference in Yorkshire and Humber Awards'</li> </ul>											



Priority: Strengthening Safeguarding											
Measure: NI 68 Percentage of referrals to children's social care going on to initial assessment.											
Inner East	Outer East	Inner North East	Outer North East	Inner North West	Outer North West	Inner West	Outer West	Inner South	Outer South	City Wide Result 08-09	City Wide Target 09-10
<b>SEE ANNEX 3</b>										54.6% (4732 - referrals that have gone onto initial assessment / 8667 - total no. of referrals)	60%
<b>Info about PI</b>											
<p>This indicator helps to determine the appropriateness of referrals to Children &amp; Young People Social Care (CYPSC). A 'referral' is defined as a request for services to be provided by children's social care services. This is in respect of a case where the child (aged 0-17 years inclusive) is not previously known to the local authority, or where the case was previously open but is now closed. A referral can be made by a professional from one of many different agencies (typically in the health and education sectors), but for the purposes of this indicator a more broader term is used which encompasses referrals from any source, including self-referrals. Local authorities will make an 'initial consideration' to decide, when looking at the details of the referral, whether there are concerns about the child's health and development or actual and/or potential harm that justifies an initial assessment. The initial assessment is a brief assessment of the child's needs, to be carried out by children's social care within a maximum of seven working days of the date of referral.</p>											
<b>Comments</b>											
<p>This is a bell shaped PI and the optimum range for this indicator is between 49% and 63%. Leeds performance falls well within this optimum range and is broadly comparable with statistical neighbours and the national average.</p> <p>A project is being undertaken with the contact centre and partners agencies to screen referrals to ensure children's needs are handled by the right agency at the right time. The impact of this will be a reduction in the number of inappropriate referrals to the service therefore allowing the service to spend more time on initial assessments for children that meet the service's thresholds.</p>											

## Children Leeds East – Area Inclusion Partnership (AIP).

The Children Leeds East Leadership Group agreed at its December 2009 meeting that there was a case for establishing a separately convened partnership sub group to undertake the functions of the Area Inclusion Partnership as envisaged through the latest information from the Leeds Inclusive Learning Programme Board.

### Recommendation 1.

The focus of the work of the AIP is detailed below. It is recommended that the framework and terms of reference are adopted as the starting point for the AIP in East. Education Leeds through the LILS Programme Board will be making recommendations about targets and relevant indicators which will need to be taken into account when available.

### Recommendation 2.

**It should be particularly noted that:**

***The Area Inclusion Partnership will take specific responsibilities in relation to the management of delegated and/or devolved resources by Education Leeds and be accountable for a range of specific processes, procedures and outcomes.***

It is recommended that the East AIP will undertake the above function within the terms of reference outlined below. Children Leeds East Leadership group will expect the AIP to contribute to the overall development of the Partnership in accordance with achieving the standards set by the Councils significant partnership framework. Children Leeds East Leadership Group will offer a dispute resolution arrangement where the Chair of the AIP concludes that the disagreement between members of the AIP in relation to the delegated or devolved resource warrants external arbitration.

### Recommendation 3.

CLE agrees the following membership:

- Secondary Headteachers (2) – Cath Lennon to agree with Secondary Headteachers.
- Primary Headteachers – 1 per cluster. Cluster chairs to agree nominations.
- Diane Reynard East SILC Principal
- School Governor – through the East Leeds Governor Forum.
- Head of Centres from PRUs/short stay schools – Head of Oakwood PRU (Wendy Winterburn – Head of EOTAS to confirm)
- Education Leeds (2)
- Locality Enabler
- NHS
- Integrated Service Leader (Inclusion) – this post is currently under discussion with Headteachers and would play a key role in leading the partnership (a copy of the draft JD is included in Appendix 1 below).

It is envisaged that managers from services commissioned by the AIP will be in attendance when required – this includes the manager of the Behaviour and Attendance Team (BEST/MAST, manager of the PDC).

The Chair and Locality Enabler will work with the broader range of partners through the Children Leeds East Leadership Group.

#### **Recommendation 4.**

It is recommended that the first meeting of the East AIP should take place on March xx 2010.

It is recommended that the initial agenda should include:

Election of chair

Terms of Reference

LILS – context

Performance information / provision profile information.

Evaluation reports from clusters, Behaviour and Attendance Team, Pupil Development Centre re devolved resource which identifies resource devolved, key activities, assessment of impact, key challenges for 2010/11. Where an existing cluster report (for example) covers the above it is not envisaged that a separate report will be required.

2010/11 budget

Frequency of meeting.

#### **Framework**

The Leeds Inclusive Learning Strategy (LILS) is the overarching framework which will drive forward developments in relation to the future organisation and delivery of services for special educational needs and behaviour across the city. The Strategy has placed an increasing emphasis on the role of the Area Inclusion Partnerships as the mechanism for delivering targeted and specialist services to children and young people in the city. The strategy enables the Area Inclusion Partnerships to develop flexible local solutions to meet local need.

Locally and nationally the focus of future developments are focused on meeting the needs of individual children and young people, in their localities supported by personalised learning programmes. For the majority of young people their needs will be met within the Universal setting of their local early years setting, mainstream school or college. Increasingly effective partnerships have the responsibility for strengthening this offer through resource realignment.

The role of the Area Inclusion Partnerships will be to:

- To contribute to the effective delivery of the ECM five outcomes.
- To provide a leadership role in developing educational provision for pupils in the wedge.
- To support schools in developing inclusive provision.
- To further develop targeted provision at a local level.
- To audit and monitor further provision and provide challenge.
- To maximise use of external resources in the Universal setting to meet the needs of children.
- To commission alternative provision including procurement.

## Terms of Reference

The Area Inclusion Partnerships are an integral part of the locality Leadership Team. They offer schools and the Local Authority the opportunity to fulfil the statutory role of Attendance and Behaviour Partnerships. In East Leeds the 'cluster' arrangements will be a key part of the partnership and delivery arrangements. It is, however, fully acknowledged that the needs of some children and young people will be addressed through more specialist delivery arrangements at an area or city level. Broader responsibilities for inclusion will be developed over time in line with local and national expectations.

The purpose of the partnership is to work with key officers and agencies to develop inclusive practice across each area. The Area Inclusion Partnerships will take specific responsibilities in relation to the management of delegated and/or devolved resources and be accountable for a range of specific processes, procedures and outcomes.

The first task of the Area Inclusion Partnerships over 2009/10 will be to ensure that all core statutory behaviour and attendance duties are met. The responsibilities set out below are drawn directly from Sir Alan Steer's final recommendations on Pupil Behaviour Implementation Plan. As a result all Area Inclusion Partnerships will need to take responsibility for:

- Supporting the further development of the Behaviour and Attendance Partnerships including the implementation of the DCSF guidance to formulate a framework upon which partnerships can assess their own performance.
- Gaining and maintaining the active engagement of all member schools and governing bodies within the partnership reflecting ownership of the partnership and their commitments to all local children.
- The inclusion within the partnership of the local Pupil Referral Unit if they exist, together with other major Alternative provision.
- Engagement of the partnership with primary schools and further education.
- Alignment of the behaviour and attendance partnerships with the local Safer School Partnerships (SSP). There should be full engagement with the police so that each partnership has at least one allocated SSP officer.
- Engagement with extended services to improve support to pupils and parents in the partnership and to facilitate reintegration into mainstream provision as required.
- Clear protocols for pupils managed moves and placement of 'hard to place' pupils. These protocols need to be operated by all members of the partnership. Guidance to schools should detail the legal rights of parents.
- Focus on behaviour and attendance and on effective early intervention.
- The use of 'pooled' resources to buy in specialist support.
- The transparent use of data so that partnerships can monitor its performance and identify strategic objectives.
- Staff training programme related to behaviour and attendance to provide opportunities for ongoing CPD and joint networking.

## Membership

- Representative primary and secondary headteachers
- SILC Principal
- Head of Centres from PRUs/short stay schools
- Attendance Adviser
- Locality Enabler
- Local Co-coordinator with responsibility for Behaviour and Attendance
- Senior School Improvement Adviser
- Children Trust Representatives
- Education Leeds senior officers

## **Frequency of Meetings**

## **Accountability/Reporting Arrangements**

Behaviour and Attendance Partnerships should provide the Children's Trust and Education Leeds with an annual report on the standards of behaviour and attendance existing partnerships. This report should include the perception of schools on the quality of those services for which the trust is responsible and their views on key future developments. (The reporting requirements for this will come into effect in September 2010). In addition the annual reports will need to include:

- a financial statement of all delegated and devolved resources and how they have been allocated, including a best value review.
- any commissioning arrangements for services and activities within partnerships.
- an analysis of services managed by or through the partnership and those commissioned by the partnership.

## **Appendix 1**

<b>Job Title</b>	<b>Integrated Service Leader – Inclusion (Draft as a starter for discussion with Headteachers).</b>
<b>Purpose of role</b>	<p>On behalf of the East Leeds Area Inclusion Partnership (AIP) the postholder will be expected:</p> <ul style="list-style-type: none"> <li>• To contribute to the effective delivery of the ECM five outcomes.</li> <li>• To provide a leadership role in shaping educational provision for pupils in the wedge.</li> <li>• To support and challenge schools in developing inclusive practice.</li> <li>• To further develop targeted provision at a local level.</li> <li>• To maximise use of external resources in the universal setting to meet the needs of children.</li> <li>• To support the commissioning of appropriate provision.</li> <li>• To make a significant contribution to improve outcomes and narrow the gap.</li> </ul>
<b>Responsibilities</b> <b>TO:</b>  <b>FOR:</b>	<p>The Headteacher of the East Leeds SILC on behalf of the Area Inclusion Partnership.</p> <p>Delegated authority to manage the allocation to East Leeds under the Education Leeds / AIP arrangement including:</p> <p>Direct management of the Behaviour and Attendance Team manager (formerly BEST/MAST) Commissioning arrangements for the Pupil Development Centre (based at Woodlands), allocations made via extended service clusters.</p> <p>Work in partnership with the Director and Heads of Service within Integrated Children's Services, Education Leeds, to influence the deployment and future development of Education Leeds staff devolved into East Leeds.</p> <p>To ensure appropriate representation of the East Leeds Area Inclusion Partnership in 'city wide' partnership/panel arrangements.</p> <p>To support the further development Children Leeds East through the Area Inclusion partnership to provide an inclusive framework for schools in relation to Behaviour and Attendance Partnerships.</p> <p>To promote the active engagement of all member schools and governing bodies within the partnership reflecting ownership of the partnership and their commitments to all local children.</p> <p>To lead on developing inclusive practice and inclusive learning across all universal learning centres in the East, Children's Centres and schools.</p> <p>To lead on auditing local need and developing appropriate inclusive targeted and alternative provision in the East, including Short Stay Schools (PRUs) and alternative provision.</p> <p>To promote the alignment of the Area Inclusion Partnership with local Safer School Partnerships (SSP) through the District Community Safety Partnerships.</p> <p>To further develop clear protocols for pupils managed moves and placement of 'hard to place' pupils. These protocols need to be operated by all members of the partnership. Guidance to schools should detail the legal rights of parents.</p> <p>To promote a workforce development programme related to behaviour and attendance to provide opportunities for ongoing CPD and joint networking.</p> <p>To work with Education Leeds to analyse the current provision profile in East Leeds with a view to influencing future development.</p> <p>To provide leadership for the Area Inclusion Partnership in its response to the Leeds Inclusive</p>

	Learning Strategy.
<b>Salary Grade</b>	EL – Head of Service ?

**Integrated Service Leader - Inclusion  
Person Specification**

<b>Knowledge and understanding</b>	<ul style="list-style-type: none"> <li>• An in-depth knowledge and understanding of outstanding inclusive practice and its impact on narrowing the gap and promoting achievement across the five outcomes.</li> <li>• Ability to adopt a senior management role and promote organisational values and beliefs.</li> <li>• Strong interpersonal skills and the ability to manage change and develop teams and individuals to deliver key priorities of the team.</li> <li>• High level communication skills and the ability to challenge and influence.</li> <li>• Data Protection and Data Sharing Legislation and Procedures.</li> <li>• Ability to develop and effectively maintain relationships with colleagues and partners at a range of levels.</li> <li>• Ability to effectively manage a challenging workload within a pressurised environment and meet tight and often conflicting deadlines.</li> <li>• Good knowledge of the workings of local government and the legal, financial and political context of public sector management.</li> <li>• Knowledge of the current issues facing local authorities, local communities and education services.</li> <li>• Common Assessment Framework and Safeguarding Procedures</li> <li>• An extensive knowledge of current education legislation and guidance, with particular reference to in relation to exclusions, Pupil Referral Units and Parenting Contracts.</li> <li>• Knowledge of school and Local Authority obligations.</li> <li>• A thorough understanding of child protection procedures.</li> <li>• Thorough understanding of issues related to keeping children safe, linked to the safeguarding agenda.</li> <li>• Sound knowledge and understanding of school improvement policies and procedures particularly in relation to National Strategies and school improvement partners.</li> </ul>
<b>Skill and experience</b>	<ul style="list-style-type: none"> <li>• Experience at senior management level.</li> <li>• A record of building positive and collaborative relationships with colleagues and other organisation partner representatives.</li> <li>• Experience of project, resource and risk management.</li> <li>• Ability to work in partnership with other managers to ensure effective implementation of strategies.</li> <li>• Ability to provide professional advice, guidance and reports to senior managers, Head teachers, DCSF, Elected Members and customers.</li> <li>• Experience of effectively managing change and implementing change within a team.</li> <li>• Experience of interpreting strategies and implementing appropriate operational practices to deliver those strategies.</li> <li>• Experience of working with parents, carers and young people.</li> <li>• Experience of working in a multi-agency environment.</li> <li>• Experience of managing complex and sensitive enquiries and information requests relating to children, young people and their families, schools and team functions.</li> <li>• Ability to work across a range of key organisational priorities using knowledge, understanding and expertise.</li> <li>• Experience of actively leading and promoting high quality inclusive teaching and learning.</li> </ul>