

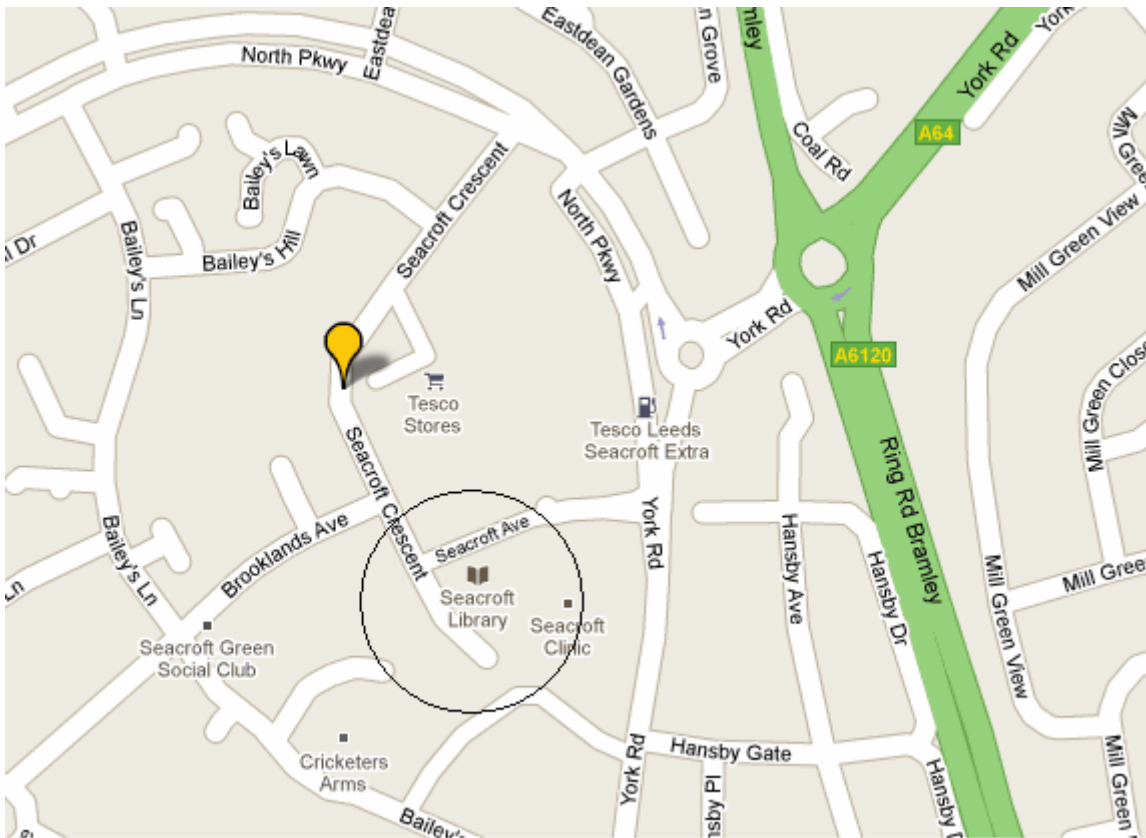
**Children Leeds
East**
LEADERSHIP TEAM

Meeting to be held on : **Thursday 27th May 2010**

Time: **8:30 – 10:30**

Location: **Seacroft Library** (Directions over the page)

**Seacroft Library
Seacroft Crescent
Leeds
West Yorkshire
LS14 6PA**



CHILDREN LEEDS EAST LEADERSHIP TEAM.

AGENDA

Date:

Thursday 27th May 2010

Time:

8:30 – 10:30

Venue:

Seacroft Library

Attendees:

Ken Morton (CHAIR)	DCSU – Locality Enabler – East
Chris Walton	Head Teacher Cluster Chair – Inner East
Richard Mellard	Head Teacher Cluster Chair – Temple Newsham / 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
Cllr Vonnie Morgan	Children's Champion (Inner East)
Cllr Tom Murray	Children's Champion (Outer East)
Helen Burniston	Head of Children's Centre Services
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
Mandy Voller	Education Leeds – Attendance Adviser
Mike Haworth	Ed Leeds – Senior Psychologist
Pam Hill	NHS Leeds
Diane Brown	NHS Leeds
Margaret Green	NHS Leeds – Safeguarding Group
Julie Walton	NHS Leeds
Dawn Lewis	NHS Leeds
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	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. Papers Attached	5 min	Minutes of the previous meeting and matters arising. (Minutes Attached) (Feedback from ISL's 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	10 min	1st Children's Trust Board	Martyn Stenton	<ul style="list-style-type: none"> To provide feedback on the discussion from the first Children's Trust Board.
4	45 min	Eleanor Brazil (Interim DCS)	Eleanor Brazil	<ul style="list-style-type: none"> Introduction from the Interim Director of Children's Services – Eleanor Brazil Opportunity for the East Leadership Team to ask Eleanor questions they may have with regards improvements to date within Children's Services and progress with the Children's Services Review.
5	15	Integrated Working	Jackie Goodwin Yvonne Butterfield Jackie Claxton-Ruddock	<ul style="list-style-type: none"> To give feedback on current progress, developments and issues relating, to support local integration.
6	15	Children and Young People's Plan <ul style="list-style-type: none"> Teenage Pregnancy – Action Plan 	Neil Bowden	<ul style="list-style-type: none"> For update.

7	20	East Reports <ul style="list-style-type: none"> • Clusters • East Area inclusion Partnership • East 14-19 Confederation. • East Family Support Group. 	Cluster Chairs Ken Morton Ken Morton Jackie Claxton-Ruddock	<ul style="list-style-type: none"> • East items for update / report back
8	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.
9	FYI	Date and time of next meeting.	Chair	<ul style="list-style-type: none"> • Next meeting to be held 8:30 – 10:30 Thursday 15th July 2010 (Venue TBC)

MINUTES - EAST CHILDREN LEEDS LEADERSHIP TEAM

Meeting held 25th March 2010 (@ Temple Newsam House)

Item	Description	Action
1	Welcome, apologies and introductions.	
1.1	Ken Morton Tim Bean Rosaleen Hamer Jane Addy Richard Mellard Yvonne Butterfield Jackie Goodwin Jackie Claxton Ruddock Jon Lund Neil Bowden Mike Haworth Angela Bailey Dave Weetman Ann Nicholl Cath Lennon John Woolmer Pam Hill Mandy Voller Til Wright Diane Brown John Roche Ian Garforth Jason Minott	DCSU – Locality Enabler - East Head Teacher & Cluster Chair – Brigshaw Federation Head Teacher & Cluster Rep - Seacroft Manston Cluster Chair – Garforth Head Teacher & Cluster Chair – Temple Newsham Halton Integrated Services Leader – Seacroft / Manston Integrated Services Leader – Inner East Integrated Services Leader – Temple Newsam / Halton Youth Offending Service Area Youth Service Manager Education Leeds Extended Schools Adviser – East Manager MAST Team Primary – East Leeds Governors Rep Head Teacher (Secondary) East North East Area Management Head of Service – Children’s Services – NHS Leeds Education Leeds – Attendance Adviser Education Leeds – Integrated Children’s Services NHS Leeds – East/North East CAMHS CYPSC – Service Delivery Manager – East Secondary – East Leeds Governors Rep Community Sports Officer – East
1.2	In attendance:	
	Martin Fleetwood Mark Smith Liz Jones Aileen Larson Lisa Oxley William Newham	Head Teacher – Representing Temple Newsham Halton Extended School Manager (John Smeaton) Extended Services (Brigshaw Federation) Extended Services (Garforth) Extended Services (TN / Halton) DCSU - Support
1.3	Apologies Received:	
	Chris Walton Jeannette Morris-Boam Cllr Veronica Morgan Nahid Rasool Christine Street Richard Norton Margaret Green Diane Reynard Julie Clarkson Cllr Thomas Murray Helen Burniston Kevin Paynes	Head Teacher & Cluster Chair – Inner East VCFS – Leeds Voice East Area Committee Children’s Champion VCFS – Shantona Job Centre Plus VCFS – Re’new NHS Leeds Head Teacher – SILC Integrated Processes Coordinator – E/NE East Area Committee Children’s Champion Head of Children’s Centre Services E/NE School Improvement Adviser – Education Leeds

- 1.4 Ken Morton welcomed colleagues to the meeting and introductions were made. Ken updated the Leadership team that the meeting will be split into a short business meeting and then 2 workshop sessions. The Leadership Team invitation was 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
 - To provide information and consult on the intention to establish formal procedures for the area and locality working of Children's Trust Arrangements across East Leeds.

2 Minutes of the last meeting and matters arising.

- 2.1 The minutes of the last Leadership Team held on Thursday 28th January 2010 were agreed as a true record of the meeting. Minor amendments were made to the attendance.

3 Review of Children's Services

(Link to the full report was circulated with the papers)

- 3.1 Ken Morton delivered a brief update for information on the recently concluded review of organisational arrangements within children's services and the key recommendations made. Ken highlighted that the review went to Executive Board on the 10th March, and drew the Leadership Teams' attention to the key recommendation to move to a new integrated Children's Services Directorate model, with a recommendation for the Council's contract with Education Leeds to be terminated on 31st March 2011 and functions be brought into the new directorate.

4 East Cluster Business Plans – Wedge Approval

- 4.1 Angela Bailey updated that she met with a small working group from the Leadership Team to do an analysis of the cluster business plans. All were approved subject to minor clarifications. Angela updated that the approved plans will be going to the Extended Services partnership Board this afternoon (25th March). Angela also commented that it would be useful to clarify the way in which clusters report back to the Leadership Team. It was agreed Angela would bring a proposal to the next Leadership Team. **Action: Angela Bailey**

AB

5 East Reports

- 5.1 Ken Morton delivered brief updates from the East Area Inclusion Partnership, 14-19 Confederation and Family Support Group.
- 5.2 **East Area Inclusion Partnership (AIP):** The first meeting of the East AIP has now taken place. Currently working on cluster allocations being the same as they were 09/10. The group is also

looking at performance information re: behaviour and attendance, and clarity of provision re: SEN. The next meeting of the AIP will take place on Tuesday 4th May 2010.

5.3 East 14-19 Confederation: Work currently focused on NEET, Apprenticeships, Career development and advice and guidance. More focused data is becoming available around numbers of CYP NEET which is in turn giving a more accurate picture of the number of not known's in the city.

5.4 East Family Support Group: There was agreement from the Leadership Team that remit of this group needs clarification. **Action Ken Morton**

KM

6 AOB

6.1 No additional items were raised.

7 Date and time of next meeting / meeting schedule.

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

8 Workshop Sessions

The Leadership Team then split into 2 groups for the Workshop sessions (both sessions were ran twice so all members of the Leadership Team had an input into the 2 sessions)

8.1 1. Emerging Children's Trust Arrangements. (Led by Ken Morton)

8.11 Key Points / Feedback / Actions to take forward

- Ken Morton briefly outlined the proposals for the new Children's Trust Arrangements by leading the Leadership Team through a draft diagram of what the arrangements could look like. Ken highlighted the proposed remits of both the Children's Trust Board and the Safeguarding Board outlining the proposed make up of the new Children's Trust Board and its supporting arrangements / elements that will sit under it. (Executive report circulated with the agenda)
- A number of members of the Leadership Team commented on the Strategic Partnership Priorities which would sit under the Children's Trust Board. It was suggested that citywide priorities such as NEET, LAC, Teenage Pregnancy would be a more appropriate focus and that the 5 Every Child Matters Outcomes are too broad. Ken Morton commented that the sub-structure that will sit beneath the Children's Trust Board is

currently a draft and the Children’s Trust Board will receive a report on the Sub-structure as well as Locality Working at the first meeting of the children’s Trust Board in late April.

- A number of members of the Leadership Team also suggested that for the centre to listen to local partnerships there needs to be an active voice on the Children’s Trust Board representing the Leadership Team. The proposed link through an Integration Group might not be sufficient.
- There is a strong feeling that there needs to be a strong link between the Leadership Teams and the Children’s Trust Board, and needs to be involved in locality working.
- Safeguarding element of the new arrangements is a challenging area, we need to be clear how we work this at a cluster / area level
- There is a key role for the Leadership Team in communicating the new arrangements and changes that will arise from the Review of Children’s Services / providing confidence within organisations.
- The links between the different elements of the new arrangements are not fully clear at the moment and need to be clarified.
- The Leadership acknowledged and welcomed that within the setup of the new Children’s Trust Arrangements local partnerships will become significant partnerships within the councils significant partnerships arrangements which will provide clear governance and accountability arrangements. It was however reiterated that this needs to be clear and the links between the arrangements clear.

8.12 Ken Morton agreed to feedback the points raised during discussions to Martyn Stenton in the DCSU who is managing the set up of the new Children’s Trust Arrangements.

8.2 2. Integrated Working. (Led by East Integrated Services Leaders)

8.21 Jackie Claxton Ruddock, Yvonne Butterfield and Jackie Goodwin introduced themselves as the Integrated Services Leaders for the East Wedge.

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

The ISLs then delivered a presentation in which they recapped on the Integrated Services Leader role and the recent system changes such as Intervention and Children Leeds Panels. The presentation acted as a prompt for discussions which then fed into a ‘What works well’ / ‘Even better if’ group exercise.

Feedback / Actions to take forward – Jackie Claxton-Ruddock

briefly summarised some of the issues raised during the group discussions.

- There is some inconsistency around the use of the Intervention panels. There was agreement that currently there is some flexibility within the Intervention Panel meetings in the East to possibly be used slightly differently during their development stage.
- Better links need to be made with the voluntary sector.
- Communications needs to be improved. It was agreed that the people round this table should be taking an active role in cascading messages throughout their organisations.
- Boundary issues are getting in the way of practice, better communication is needed between wedges.

8.22 It was agreed that the template used during the 'What works well' / 'Even better if' group exercise would be circulated to the Leadership Team to feedback any further ideas and comments directly to Jackie Claxton Ruddock. (Jackie.Claxton-Ruddock@leeds.gov.uk) **Action All.**

All

8.23 It was agreed that the ISLs would review the output from this meeting and the discussions that took place and come back to the next with some initial proposals.

ISLs

East Leeds Leadership 25th March 2010
Integrated Services Leaders Workshop

Following the session held on the 25th March here is a summary of the main points captured and 'next steps' identified. It includes -what you asked for, learning needs and areas we feel needs further clarification.

ISSUE	ACTION
Practitioners need to better understand the difference between S47 and S17 assessments and who has responsibility for them now and who did do them in the past. Managers and Practitioners do not understand what 'Levels of need and Service Delivery' is and what it means for them	Levels of Needs and Service Delivery Workshops to be set up across the East – Integrated Services Leaders (ISLs)
Agencies require better understanding of what CYPSC do and do not do.	ISLs to meet with senior Managers from CYPSC to agree communication / link plan. Discuss CYPSC attendance on Intervention Panels.
Schools not understanding function of Integrated Response Group (IRGs) and how outcomes are recorded and how appropriate people are informed of outcome	Function of IRG and process to be communicated by ISLs if IRGs remain in existence.
Practitioners asking -Why we need to use CAF as first point of assessment whilst we have other assessments in place.	CAF briefings by ISLs, Work force Development Team (WDT) and Integrated Processes Coordinators (IPCs) explaining benefits of CAF and need to change the way we work (directed at managers). ISLs also to inform WDT to inform city wide training. CAF Refresher courses to put on across East by ISLs aimed at practitioner level
What people have asked for:	
ISSUE	ACTION
More support to complete CAFs and in how to sell the CAF process to families where there are difficulties in getting them to engage.	CAF Refresher courses to put on across East by ISLs aimed at practitioner level to include methods of 'selling the caf' by ISLs
Clarity of which panel they approach for what issue and when. Clarity also required link between CLP / IRG and IP	Promotion of information about the panels – ISLs to past request onto Multi-agency panel team.
Wish the cluster to remain the same (Temple Newsam / Halton)	ISL Jackie Claxton Ruddock to discuss strengths of cluster arrangement and areas for improvement with cluster partners.
Better Link with Adult Services	ISLs to establish links and key partners within Adult services
Training and Development for practitioners	ISLs to link with WDT and inform

working with the most vulnerable families and those presenting high levels of need. Developing engagement skills when working with families who have a history of poor engagement.	them of training / development need.
More CAF trained staff	ISLs to ensure all partners have access to CAF training dates. ISLs to target agencies where numbers of CAF trained personnel are low.
Local CAF training	ISLs to link with WDT and inform them of training requested / development
Information about who are making inappropriate referrals to CYPSC and why are they inappropriate so learning can take place.	ISLs to link with partners within CYPSC to obtain relevant data.
Possible changes to panels ?	Action
Utilising the attendance and coordination of the Intervention Panels and add other functions?	ISLs to meet with Barry Jones and MAP team on 26 th April to discuss this.
Ensuring time professionals give is used effectively.	ISLs to meet with Barry Jones and MAP team on 26 th April to discuss this.
Can we avoid duplication ie same attendees on the same panels. IRGs, IP, CLP and Ed Leeds panels.	ISLs to meet with Barry Jones and MAP team on 26 th April to discuss this.
Other professionals feel they would benefit from and the panel would benefit from attendance from Children and Young Peoples Social Care.	ISLs to meet with Barry Jones and MAP team on 26 th April to discuss this.
Can the Guidance and support panels and Integrated Response Group functions be merged into the Intervention Panel framework.	ISLs to meet with Barry Jones and MAP team on 26 th April to discuss this.
Improved screening of cases going to the panels to ensure the appropriate cases came to panels.	ISLs to meet with Barry Jones and MAP team on 26 th April to discuss this.

Jackie Claxton –Ruddock ISL for Temple Newsam Halton
Yvonne Butterfield ISL for Seacroft Manston
Jackie Goodwin ISL for Inner East

12th April 2010

Key Messages from the new Leeds Children's Trust Board

Thursday 29 April 2010: New Board meets!

Eleanor Brazil, Interim Director of Children's Services at Leeds City Council welcomed representatives to the first Board meeting. Eleanor will be the chair to start with and this will be reviewed later in the year.

Make up of the Board covers senior representatives of the Council, NHS Leeds, Leeds Youth Offending Service, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, local schools, colleges and children's centres, the voluntary sector and Government Office.

Setting the Scene

The Board will focus on the Children's Trust arrangements in Leeds, working in a way that suits local partners to drive improved outcomes for children, young people and their families.

The key themes which emerged from the recent Children's Services Review, involving over 120 stakeholders, were presented. These are:

- Think Family
- Locally tailored and targeted services
- Common processes
- Information sharing
- Locality arrangements

Key principles to underpin the work of the Board were discussed and identified as:

- Consistency – building on where things are working well
- Communication – improving communications at all levels and across partners
- Celebration – taking time to celebrate service delivery and partnership activity which is working well
- Co-operation – developing and strengthening multi agency approaches to tricky and hard to improve issues
- Challenge – providing challenge to existing ways of working and how we can work together better

The Board received a summary of responses to the proposed Children's Trust arrangements. These were informing governance and sub group arrangements for the Leeds Children's Trust Board (LCTB) and the Leeds Safeguarding Children Board (LSCB).

Developing the Governance and Functions of the Children's Trust Board

Martyn Stenton introduced a draft Governance document to provide the framework for how the Board would operate. This took account of the recent review and consultation, latest statutory guidance and the City Council's framework for corporate governance. This was written in a similar format to the document for the LSCB and it was intended to use it as a template for governance arrangements for any sub groups. Members were asked to provide comments on it by 27th May.

The Board asked for discussions to take place with the Youth Forum and other participation groups to ask them about representation and involvement.

Sarah Sinclair gave a presentation on developing the functions of the Board and the following elements for conducting business were considered:

- 'fixed' business functions to support the Board
 - Commissioning
 - Resources and assets
 - Performance management
 - Workforce development
- other 'flexible' elements reflecting key themed priorities which could be commissioned or decommissioned as required

The Board agreed to look at more detailed proposals for the business functions at its next meeting and to look at other elements alongside the development of the new Children and Young People's Plan.

Children and Young People's Plan (CYPP)

Barbara Newton and Stephen Featherstone provided a progress report on the delivery of the current CYPP. This highlighted the range of improvement work currently in place through the delivery of the CYPP and the Children's Services Improvement Plan.

The Board gave initial consideration to developing a new style CYPP which needs to be in place by April 2011. It agreed to have two focused half day sessions to look in detail at the vision, needs analysis, stakeholder participation and the setting of priorities.

Children's Workforce

Ken Morton highlighted that the CYPP should include a strategy which sets out how partners will work together to ensure that the local workforce is deployed effectively and specifies clear responsibilities for developing, delivering and reviewing local workforce reform. The 'One Children's Workforce Framework' is based on extensive evidence and is available as a tool for the Board and constituent partners to use.

Proposals will be developed after meetings with Board Members to allow a more detailed discussion at the next Board meeting.

Next Board Meeting

The next meeting is scheduled for **Wednesday 23 June 2010**.

Forward plan items currently include:

- **Reports/Key Issues from other Partnership Groups** such as the Leeds Safeguarding Children Board, Children's Services Improvement Board and other Leeds Initiative Strategic Partnerships (e.g. development of new Vision for Leeds Sustainable Community Strategy)
- **Children and Young People's Plan Development**
- **Performance Monitoring**
- **Sign off of the Governance Document and agreement of initial sub groups for Children's Trust Board**
- **Workforce Reform – developing an approach for Leeds**
- **Integrated Locality Working**
- **Development of Commissioning Plan for Children's Services**

Future Meetings

Future Board meetings for the year ahead are scheduled for 13 September, 22 October, 10 December, 2 February, 23 March and 18 April.

Regular items will include reports/key issues from other partnership groups (including sub groups), Children and Young People's Plan development and performance monitoring.

Specific items on the forward plan include:

- Finance and Resources
- Annual report on Safeguarding Effectiveness
- Mid and End Year Review of Children's Trust Arrangements

Further Information about the Children's Trust Board

Please contact Martyn Stenton, Leeds City Council on 0113 395 0215 or martyn.stenton@leeds.gov.uk