

## MINUTES - EAST CHILDREN LEEDS LEADERSHIP TEAM

Meeting held 24<sup>th</sup> March 2011 (Temple Newsam House)

| Item | Description | Action |
|------|-------------|--------|
|------|-------------|--------|

### 1 Welcome, apologies and introductions.

#### 1.1 Present:

|                        |   |
|------------------------|---|
| Ken Morton (CHAIR)     | Children's Services – Locality Enabler - East       |
| Rosaleen Hamer         | Head Teacher & Cluster Rep – Seacroft Manston       |
| Martin Fleetwood       | Head Teacher & Cluster Chair – Temple Newsam Halton |
| Chris Walton           | Head Teacher & Cluster Chair – Inner East           |
| Jane Addy              | Cluster Chair – Garforth                            |
| John Roche             | CYPSC – Service Delivery Manager – East             |
| Flavia Doherty         | VCFS – Relate Leeds                                 |
| Neil Bowden            | Area Youth Service Manager                          |
| Kevin Paynes           | School Improvement Adviser – Education Leeds        |
| Ann Nicholl            | Primary – East Leeds Governors Rep                  |
| Jon Lund               | Youth Offending Service                             |
| Cllr Thomas Murray     | East Area Committee Children's Champion             |
| Yvonne Butterfield     | Integrated Services Leader – Seacroft / Manston     |
| Jackie Claxton Ruddock | Integrated Services Leader – Temple Newsam / Halton |
| Dave Weetman           | Manager MAST Team                                   |
| Debbie Reilly          | NHS Leeds - Professional Lead for School Nursing    |
| Mike Haworth           | Education Leeds                                     |
| Susanna Rushfirth      | Education Leeds – School Improvement                |

#### 1.2 In attendance:

|                |                               |
|----------------|-------------------------------|
| William Newham | Children's Services - Support |
|----------------|-------------------------------|

#### 1.3 Apologies Received:

|                       |  |
|-----------------------|--|
| Tim Bean              | Head Teacher & Cluster Chair – Brigshaw Federation |
| Diane Reynard         | Head Teacher – SILC                                |
| Christine Street      | Job Centre Plus                                    |
| Richard Norton        | VCFS – Re'new                                      |
| Jackie Goodwin        | Integrated Services Leader – Inner East            |
| Til Wright            | Education Leeds – Integrated Children's Services   |
| Cath Lennon           | Head Teacher (Secondary)                           |
| Ian Garforth          | Secondary – East Leeds Governors Rep               |
| Cllr Veronica Morgan  | East Area Committee Children's Champion            |
| Mandy Voller          | Education Leeds – Attendance Adviser               |
| John Woolmer          | East North East Area Management                    |
| Jeannette Morris-Boam | VCFS – Leeds Voice                                 |
| Nahid Rasool          | VCFS – Shantona                                    |
| Diane Brown           | NHS Leeds – East/North East CAMHS                  |
| Jason Minott          | Community Sports Officer – East                    |

1.4 Ken Morton welcomed colleagues to the meeting and introductions were made.

### 2 Minutes of the last meeting and matters arising.

2.1 The minutes of the last Leadership Team were agreed as an accurate record of the meeting.

## 2.2 ELI / Staff changes.

- Dave Weetman and Yvonne Butterfield both confirmed they will be taking ELI. Ken Morton thanked Dave and Yvonne on behalf of the East Leadership Team for all of their hard work and commitment in the East.
- Neil Bowden updated on changes within the youth service. The youth service is moving from 5 to 3 areas. Neil added that he will be moving to cover WNW, Satbinder Soor will be covering ENE and Victoria will be covering ENE. Ken also thanked Neil on behalf of the leadership team for his hard work and commitment working in the East and wished him well working on his new area.

## 3 Children's Services Transformation Programme

- 3.1 Ken Morton delivered an update on the key areas of work being progressed as part of the Children's Services Transformation Programme. Summary of the key points raised were as follows:

### Children's Services Directorate Restructure

- **Tier 2** – All 4 tier 2 posts (Deputy Directors and Chief Officers) under the DCS will be going out to national recruitment in April.
- **Tier 3** – Nigel Richardson currently finalising the tier 3 posts.
- **ELI** – A number of colleagues will be leaving the authority as part of the early leavers initiative at the end of March with a further set from within Education Leeds leaving in August.
- **CYPSC / Child Protection Teams** – Arrangements for CYPSC restructure around Child Protection Teams are well advanced.
- **SEN / Complex needs / Behavior** - Barbara Newton is leading on the SEN / Complex Needs side and more detailed proposals by the end of May.

### Targeted Service Leaders / Local Leadership

- Jim Hopkinson leading on the development of proposals for local leadership and the role of targeted services. Aim to advance the targeted services leaders and have as much in place by September 2011 as possible.
- Targeted Services Leader in summery - On behalf of the local partnership allocate lead professional responsibility to a setting / service in line with agreed protocols. Initiate a dispute reconciliation process where a setting or agency is not prepared to take on lead professional responsibilities. Deploy local resources around priorities and respond to local need. Monitor progress on cases and report regularly to the cluster governance group
- Timescales – April/May sign off LCC capacity – 3 area teams

but with flexibility re: employment. May/June – finalise employment position with clusters. A more detailed conversation will be taking place with cluster chairs at the city wide cluster chairs meeting on the 28<sup>th</sup> March.

## **Local Authority Partners**

- Senior officer (Tier 2/3) from the new Children's Service's Directorate to be aligned to a cluster to build an understanding of the cluster and its place in the city its strengths and ambitions. Enable the cluster to connect to the LA's priorities and ambitions and to other networks and broker opportunities and support for the cluster to achieve it's ambitions, be effective in locality challenge and support the cluster. Key relationship with the cluster chair.
- J.E.S.S, Bramley and Inner East clusters will be allocated a Local Authority Partner during an early adopter phase who will adopt this challenge and support role. As the roll is developed this will be rolled out more widely to the rest of the clusters.

## **Outcomes Based Accountability**

- Nigel Richardson is keen that the common methodology of OBA is rolled out across the city.
- 30 people are being trained as OBA facilitators. They will be split into 3 groups on an area basis and an initial offer will be made to all clusters around attendance (from April 2011).
- All clusters will be offered the opportunity to engage with the attendance project in order to tackle the causes of non attendance among those in the 60-70% attendance bracket. The project will use an OBA methodology to develop a cluster plan for working with this band of CYP to improve attendance. If clusters want to work with another band this is ok but will need to be able to develop a conversation in the cluster around a manageable number of CYP and families. If less than 50% attendance is used then the numbers are too large at the moment.
- The J.E.S.S, Bramley and Inner East Clusters will be taking on an 'early adopter' to test and develop a local leadership team and local approach to case work management. These teams will include social work team managers to fulfil a Child Protection Team Manager role and temporary targeted services leaders.
- Further information will be available at the city-wide cluster chair's meeting on 28<sup>th</sup> March.

## **Intensive Family Support**

- Jim Hopkinson is leading on a piece of work around the commissioning of intensive family support services across the city. We currently have a number of projects across the city (Signpost, MAST etc..) and the aim will be to develop a more

coherent offer held at an area level.

## **0-5 pathfinder project**

- To take place in two areas of the city. The project will implement, test and develop the recommendations from the review of universal services for children aged 0-5. A key recommendation of the 0-5 universal services review relates to the development of an integrated service model, the project will implement test and develop the model as well as the outputs from a focused OBA workshop which will look at ways of improving outcomes for 0-5 year olds in the project areas.

## **Operational Handbook**

- The Operational Handbook is being finalised and will be piloted in three clusters – Bramley, J.E.S.S & Inner East. The handbook will provide clear guidance on the roles and responsibilities of practitioners working in a multi agency setting.

## **KM – additional comments**

- Cluster Chairs Meeting will take place at the end of March and will allow for a more detailed conversation with chairs around, The key role of clusters, the role of cluster chairs, Local Authority Partners, Cluster Managers, Targeted Service Leaders, Child Protection Team Leaders as well as considering how we can develop our local partnerships to sustain diverse health, arts, sport, business engagement, enterprise and volunteering themes.
- Ken commented that within all of the strands of work are significant workforce / union issues. All of the work is also being done within the context of the Council's budget. Future proofing the arrangements that are put in is important.
- A multi agency team is meeting with Head Teacher, VCFS, Health etc representation to test all proposals.

## **3.2** Following Ken's update key points / comments arising were as follows:

- Flavia Doherty called for some further clarification around the OBA training, how it is being rolled out, and whether there are VCFS representatives being trained. Jackie Claxton Ruddock who was one of the 30 trained as an OBA facilitator commented that the 30 trained will be split into 3 area teams to facilitate in clusters in their areas. Jackie confirmed that there was VCFS representatives trained.
- Cllr Murray commented that NEET has not been mentioned. In terms of the 3 obsessions we have heard about focused work that will be taking place in clusters around attendance and LAC/referral patterns but nothing about the third obsession – NEET.
- Kevin Paynes commented that a summary update of all that

we have heard today would be very welcome.

- Flavia Doherty commented that we really need some confirmation of timescales. Ken reiterated that in terms of the restructure the tier 2 posts will be out to national recruitment in late April, we will lose a set of staff to ELI at the end of March and a further set in August.
- A number of members of the leadership team commented that we can't afford paralysis in the interim while the changes are taking place.

## **5.0 Local partnership / accountability arrangements, clusters, area leadership teams, area inclusion partnerships.**

**5.1** The Children's Trust Board paper 'Developing local partnership arrangements to support integrated locality working' was circulated with the agenda and papers.

- Ken commented that the paper details proposals for developing local partnership governance arrangements. These are designed to build on existing local partnership work, supporting integrated children's services work locally and the delivery of priorities in the new CYPP.
- Ken Morton commented that if we are to reorganise services around the cluster then we need to cement cluster arrangements. Clusters need to be clear about remit and geography with a minimum standard for local cluster partnerships to sign up to.
- Ken added that a summary of the proposals can be found at the end of the paper and called on the leadership team to feedback comments to himself or Martyn Stenton.

**5.2** Initial comments were as follows:

- Jane Addy queried why we are attempting to standardise clusters across the city commenting that it will remove flexibility. Ken commented that the standardisation is simply about making sure clusters are clear about their remit, what a cluster partnership is there to do and what the core membership should be. There are gaps in the city where clusters are not as advanced as others and we need to get all clusters to at least a minimum standard.
- Jane also commented that the membership of the clusters needs to be suitably senior. The partnership needs to be made up of people who can make decisions on behalf of their organisation. Ken agreed commenting that getting the minimum standards / expectations for all clusters will aim to alleviate these problems where they might be occurring.
- Martin Fleetwood commented that we need to look at some of the smaller clusters and mileage in them coming together with others where it makes sense and there is an economy of scale.
- Ken commented that in terms of the leadership teams we will



be moving to three, with revamped functions. AIPs will stay over 5 areas for the next year as work is needed to look at the pros and cons first. For example in the east with the academy situation we have to assume a potential £250 loss in AIP funding for the next year. Similarly Post 14 Confederations will stay over 5 for the next year.

- John Lund commented that the voice of CYP and families is not obvious in the paper.

Ken added that as usual if anyone has any points they want to discuss in more detail or need further clarification then to get in contact.

## 6.0 Child Friendly City

6.1 The Children's Trust Board Paper 'Child Friendly City – proposals for an initial approach for Leeds' was circulated with the agenda and papers as a prompt for a discussion around what the East LT think is good in the proposals and what we are doing already in the East.

- Ros Hamer gave the example of the Youth Parliament in the Seacroft Manston cluster. This is a collective council across the cluster. Ros added that a group of CYP from the council recently went on a visit to the houses of parliament. Ken commented that the Seacroft Manston cluster is also looking at giving the parliament a small budget to be able to spend on supporting projects within the cluster.
- Flavia Doherty commented that it seems like the Youth Association has gone very quiet. They used to a lot of work in Leeds but recently things seem to have died off.
- Neil Bowden commented that the youth service has done a lot of work around youth volunteering and getting CYP involved in day to day decision making.
- A number of members of the leadership team commented that there seems to be a lot of good work going in individual areas but it all needs to be fed up and joined together in a more coherent way.
- Neil Bowden queried whether there is a genuine will to involve CYP in decision making up to a senior level.
- Ken Morton commented that as part of the restructure of the Children's Services Directorate there will be people who will have a focus on this side of work.
- Ken commented that in Seacroft Manston they also have the Children's University where CYP have a passport which is stamped when they visit local facilities / attractions and build up to achieve rewards.
- Cllr Murray echoed previous comments adding that we don't have to reinvent this in Leeds as there are many good examples already. CYP in the city have strong opinions on their own future especially around green issues and transport.

- John Lund commented we need to get better a engaging and challenging the business community around their commitment to CYP in Leeds.
- Ken commented that this will become even more important in terms of access to sports an arts in the current climate and ensuring CYP are still able to access.

## **7.0 East Area Inclusion Partnership**

- 7.1 Minutes of the last East Area Inclusion Partnership circulated with the agenda an papers for information.

## **8.0 TaMHS**

- 8.1 Ken Morton briefly updated that the project was piloted in Temple Newsam and Brigshaw. Seacroft Manston and Inner East are bidding for grant funding in the East.

## **9.0 AOB**

- 9.1 Mike Howarth queried what the future of the leadership team will be.
- Ken Morton commented that the leadership teams will be moving to 3 areas with the first meeting likely to be around June/July.
  - AIPs and 14+ Confederations will remain over a 5 area basis for the next year.
  - Martin Fleetwood commented that maybe the Leadership teams should remain at 5 until a point at which all the partnership arrangements are at an point to move at the same time.

## **10.0 Date and time of next meeting / meeting schedule.**

- 10.1 Future Leadership Team arrangements to be confirmed.