

# Cheltenham Borough Council

Council – 16<sup>th</sup> December 2019

## Review of No Child Left Behind and adoption of the Cheltenham Offer

### Report of the Cabinet Member Healthy Lifestyles

<b>Accountable member</b>	Cabinet Member Healthy Lifestyles, Cllr. Flo Clucas
<b>Accountable officer</b>	Safeguarding and Partnerships Manager, Tracy Brown Strategy and Engagement Manager, Richard Gibson
<b>Accountable scrutiny committee</b>	All
<b>Ward(s) affected</b>	All
<b>Key Decision</b>	No
<b>Executive summary</b>	<p>In December 2018, in response to a children and young people's needs assessment, the council supported a motion to support the No Child Left Behind Year of Action on child poverty. Since then, the council has successfully coordinated the year of action and involved many partners in its delivery.</p> <p>Given that the year of action is nearing its conclusion, this report provides a summary of activity undertaken in the year and sets out initial plans for year two. As part of these plans, the council is being asked to make a specific commitment to the Cheltenham Offer, which is a wide-ranging programme that will provide comprehensive support for the town's children and young people.</p>
<b>Recommendations</b>	<p><b>Council notes the progress achieved by the No Child Year of action.</b></p> <p><b>Council commits Cheltenham Borough Council to support a second year of No Child Left Behind.</b></p> <p><b>Commits Cheltenham Borough Council to the Cheltenham Offer.</b></p> <p><b>Council delegates authority to the Executive Director People and Change, in consultation with the Cabinet Member Healthy Lifestyles to develop and agree an action plan that demonstrates how we will deliver the Cheltenham Offer through its internal and external arrangements.</b></p>

<b>Financial implications</b>	<p>None as a direct result of this report. If the ambitions of the Cheltenham Offer to be truly transformational and town-wide, the team will need to seek funding to deliver this. It anticipated that a lottery bid will be submitted to support some of these costs.</p> <p><b>Contact officer: Martin Yates Business Partner Accountant Martin.Yates@publicagroup.uk 01242 264200</b></p>
<b>Legal implications</b>	<p>None as a direct result of this report. However, the authority will need to comply with the Contract Rules and procurement legislation as necessary when implementing the action plan and should enter into agreements with partner agencies where appropriate. The authority will also need to be mindful of its obligations under the Data Protection Act.</p> <p><b>Contact officer: Shirin Wotherspoon E-mail: <a href="mailto:shirin.wotherspoon@tewkesbury.gov.uk">shirin.wotherspoon@tewkesbury.gov.uk</a> Tel no: 01684 272017</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>If the ambitions of the Cheltenham Offer are to be truly transformational and town-wide, a project coordinator will need to be appointed and the team will seek funding to cover their costs. It anticipated that a lottery bid will be submitted to support this.</p> <p>In addition, if CBC is to fully adopt the Cheltenham Offer, HR will need to work closely with the organisation to ensure the objectives within our CBC People Plan and values are fully aligned to the key themes of the Offer, that our staff training, induction, recruitment and HR policies commit to, support and develop a culture that is restorative, trauma-informed and strengths-based.</p> <p><b>Contact officer: Corry Ravenscroft HR Business Partner <a href="mailto:Corry.Ravenscroft@publicagroup.uk">Corry.Ravenscroft@publicagroup.uk</a> 07827 895624</b></p>
<b>Key risks</b>	<p>If the council is not seen as continuing its support for No Child Left Behind, there is a risk that other funders may not be as willing to contribute to the programme.</p> <p>Data suggests that current model of support for vulnerable children and young people is not working, there is therefore risk to how well we can achieve our place vision about Cheltenham being a place where everyone thrives.</p> <p>There is a further risk that without intervention, children and young people may be at more risk of poorer education attainment, higher rates of exclusion, at higher risk being victims of crime, at a higher risk of being drawn into criminal activity, higher risk of being obese, at a higher risk of being open to social care and a higher risk of experiencing poor mental health.</p>
<b>Corporate and community plan Implications</b>	<p>No Child Left Behind is one of the key projects emanating from the corporate plan that was agreed in March 2019 and its aspiration to work with partners to develop community-based approaches that achieve inclusive growth and tackle inequality.</p>
<b>Environmental and climate change implications</b>	<p>One of the strands that NCLB would be interested in considering is how to get more young people engaged in the climate change debate.</p>

## **1. Background**

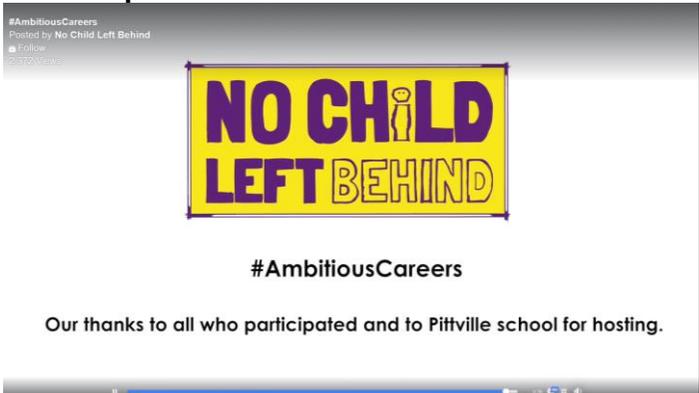
- 1.1** Given the concerns that the council and its partners had about the plight of children growing up in poverty in Cheltenham, a children's needs assessment was commissioned from the Strategic Needs Assessment Team at Gloucestershire County Council.
- 1.2** The needs assessment set out that there was in the region of 4,300 children and young people growing up in poverty. And that those children, when compared to their more affluent peers were then facing significant challenges such as poorer education attainment, higher rates of exclusion, being at a higher risk being victims of crime, a higher risk of being drawn into criminal activity, a higher risk of being obese, a higher risk of being open to social care and at a higher risk of experiencing poor mental health.
- 1.3** In response to the figures, partners felt strongly that they could not do nothing. Instead the council and its partners devised plans for a year of action on child poverty called No Child Left Behind.
- 1.4** Following a members' seminar on 7<sup>th</sup> November 2018, the cabinet member healthy lifestyles took a motion to full council on 10 December 2018 to support the No Child Left Behind year of action and this was passed with unanimous support.
- 1.5** The purpose of this report will summarise the impact of the first year of action and outline the plans for year 2 including the rationale, development and expected outcomes from the introduction of the Cheltenham Offer.

## **2. The year of action.**

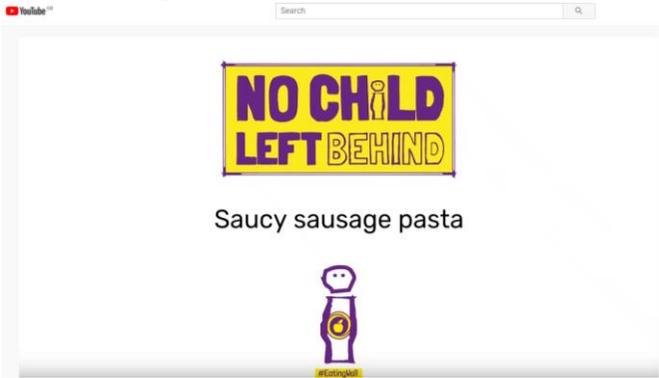
- 2.1** The original aims of the No Child Left Behind year of action were to:
  - Highlight the issue of children growing up in poverty in Cheltenham and the inequality between them and their more affluent peers;
  - Start to address the inequality gap beginning with 12 month programme of events and activities;
  - Be a call to action for all sectors to work together to make transformational change over the longer-term.
- 2.2** A range of events and activities were planned for the year of action that were aligned to 13 themes and a summary of the highlights is described below:

Month	Theme	Highlights	
January	#OurTown	Over 100 professionals attend our launch event to hear a call to action from prominent speakers; and to learn more about the data that underpins the No Child Left Behind year of action.	<p><b>Photo – professionals gather in the council chamber:</b></p> 
February	#PositiveRelationships	<p>Over 70 professionals trained to recognise and support young people experiencing domestic abuse.</p> <p>750 Kindness boxes distributed</p>	<p><b>Photo – one of our kindness boxes:</b></p> 

March	#ConfidentGirls	Thanks to a grant from Gloucestershire County Council, 1130 boxes of sanitary products distributed to families in need through our period poverty campaign, 'Unstoppable'.	<p><b>Link to our Unstoppable web-page:</b></p> 
April	#StrongFamilies	<p>Almost 200 professionals and Cheltenham residents attended our Action on ACEs* awareness event, including a workshop on developing resilience.</p> <p>£60k secured from partner agencies to restart the successful Inspiring families project.</p> <p>*ACEs = Adverse Childhood Experiences</p>	<p><b>Photo of our Strong Families event at the Pittville Pump Room:</b></p> 
May	#CelebratingChildhood	Over 3000 children and their families joined us to celebrate childhood at the Cheltenham Children's Festival, with 24 agencies giving their time for free to provide activities.	<p><b>Link to our Children's Festival facebook page:</b></p> 

<p>June</p>	<p>#AmbitiousCareers</p>	<p>400 children, from 4 primary schools and one secondary school, were inspired at our #AmbitiousCareers event held at Pittville School</p>	<p><b>Video clip of our ambitious careers event</b></p> 
<p>July</p>	<p>#PhysicallyActive</p>	<p>Dozens of new partners brought into the NCLB family during our #PhysicallyActive Summer Challenge which included a number of private sector activity providers. Winners of the challenge got the chance to meet the Mayor and receive a small gift.</p>	<p><b>Photo of the winners meeting the Mayor:</b></p> 
<p>August</p>	<p>#Funandfulfilment</p>	<p>Ongoing consultation with families about the barriers to accessing hobbies and clubs. NCLB website drew attention to free activities happening each day through the month.</p>	<p><b>Link to our NCLB website</b></p> 

September	#InnovativeEducation	A month that celebrated exciting developments in education including Pittville School journey to become a restorative school and the development of the Cheltenham Offer	<p><b>Video clip of local teachers talking about the benefits of restorative practice:</b></p> 
October	#GoodMentalHealth	<p>Pupils at Bournside school received Mental Health First Aid Training so they can offer peer support to other young people in the school.</p> <p>Schools that participate are provided with the Shelf Help young person's booklist as a resource for mental health champions to signpost to.</p>	<p><b>Photo of the Pupils at Bournside receiving their certificates:</b></p> 
November	#AchievingBoys	In the light of the risks to vulnerable boys from criminal exploitation, a NCLB social media campaign raises awareness of County Lines, reaching over 10,000 people.	<p><b>Link to a Facebook post about county lines</b></p> 

December	#Eatingwell	Creation of a new, young people-led, NCLB YouTube channel with cooking demonstrations by children, young people and families raising awareness of the importance of cooking and eating as a family.	<p><b>Link to our youtube channel</b></p> 
January	#NCLBAwards	An awards ceremony to be held on 30 Jan 2020 to celebrate all the hard work that people have contributed over the past 12 months. Nominations for the awards close on 13 December.	<p><b>Link to our webpage promoting the awards:</b></p> 

### 3. Summary of achievements and plans for year 2

3.1 Despite having to get the year of action off the ground quickly, it has had a significant impact across a range of success measures:

- Number of Children directly reached estimated to be in the region of 2,800;
- Number of partners engaged estimated to be in the region of 80, across all sectors (public sector / VCS / business);
- Profile of NCLB – no of social media engagements is over 337,000 plus coverage on the BBC's [Inside Out Regional news programme](#);
- Amount of external funding raised and sources - £15k for period 2019/20 from the OPCC, £15k for the Unstoppable project from GCC, £6,600 from private sector sponsors. Total = £36.6k.
- In addition, funding for the Inspiring Families project includes £15K from CBH, £15k from GCC and £15k from the OPCC = £45k

3.2 Some of the learnings from the year of action include:

- The power of data to galvanise action; without access to good quality data, the issue of child poverty may continue to have been hidden away out of view. To have data that draws attention to both the extent of child poverty in the town and the impacts that growing up in poverty of children's life chances has provided a significant trigger for action;
- Taking a whole town approach; the year of action was designed so as to have broad appeal to all Cheltenham's children and young people – it has not sought to limit itself to just benefitting children living in poverty. By doing so we have been able to galvanise a broad base of support for NCLB;
- The importance of cross-party political support;
- Demonstrating the council's place leadership role; coordinating a year of action on child poverty goes beyond the traditional role of a district council. By using the place vision as a basis, this council has shown that it is willing to lead the debate and coordinate action on matters which that impact on its residents and which potentially undermine the achievement of our place vision.
- The commitment shown by local partners to get behind the year of action; the council could not have delivered the year of action without the support of a range of partners;
- Working with local primary schools; 78% of local primary schools have engaged with NCLB over the course of the year;
- Emerging links with businesses – not just through sponsorship but through their active involvement in the careers event;
- The role of the Communities Partnership in providing effective governance and oversight.

3.3 Over the course of the year we have also started to develop a way of working that is not just about what we are doing, but equally about how we are doing it:

- Adopting a restorative practice approach that improves and repairs relationships between people and communities has been successfully used by Pittville School to rethink their disciplinary approach. Through a whole school commitment to becoming a restorative school, fixed term exclusions have fallen from 122 in 2017/18 down to 68 in 2018/2019, a 56% drop. Whilst permanent exclusions have fallen from 6 down to 1 over the same period
- Ensuring that what we do takes a trauma informed approach – predicated on being kind, compassionate and building hope whilst understanding the impact of previous life experiences on an individual or family. In April we trained 200 professionals about Adverse Childhood Experiences (ACEs) and discussed how we can change the culture of our organisations to reduce traumatising, blaming, marginalising or excluding the people we work with.
- Working to create strengths-based relationships with people and communities that builds on and strengthens their assets.

- 3.4** Some opportunities that we want to explore in year 2:
- Developing a more defined link with businesses, especially through linking with opportunities arising from our cyber ambitions;
  - Developing better relationships with Cheltenham secondary schools through the Cheltenham Education Partnership;
  - Developing more robust engagement mechanisms with young people;
  - Continue to develop our way of working, shaping it by learning from others and ensuring that it is co-created and owned by our partners and communities
  - How the Council's planned approach to leveraging social value from procurement can support this work.
- 3.5** Therefore, our plans for year 2 these include:
- The NCLB Awards will be held on 30 Jan 2020 at the Town Hall
  - Two careers events are planned with a focus on cyber and sports;
  - The Unstoppable period poverty will continue into a second year with a focus on becoming sustainable;
  - Building on the success of this year's festival, the Cheltenham Children's Festival will take place in May 2020;
  - There are plans to work with CBH and the Cheltenham Trust to deliver a partnership programme of activities, with a focus on nutritional education, throughout the summer holidays;
  - And, the Cheltenham Offer.

## **4. The Cheltenham Offer**

### **4.1 What is the Cheltenham Offer**

The Cheltenham Offer arose from a collective understanding that the current offer for our children and young people – in terms of early years' provision, education, family support, social care support and youth support could work better for our most vulnerable children. Across a range of partners, led by our primary schools there was a collective ambition to do more, and to commit to an enhanced level of support so that all our children have the opportunity to thrive.

Over the past 6 months, this ambition has been developed into a collective commitment to all children and their families in Cheltenham. It sets out how we will work with children and their families and the actions we will take to support them.

### **4.2 What is the background to the Cheltenham Offer**

The Cheltenham Offer has come out of a shared concern that the current offer for vulnerable children is not working and that there is strong evidence to support this. For instance:

- Cheltenham has the highest rates of fixed term and permanent exclusion in the county across primary, secondary and special schools
- There is a clear attainment gap between children on FSM and their peers; 29% gap at end of primary and 36% gap at GCSEs.
- Emotional wellbeing – data from the online pupil survey suggests that 14% of all children are unhappy, rising to 50% of year 10 girls.
- Organisations are also increasingly concerned about the wellbeing of their staff; the charity Education Support report that 72% of all educational professionals described themselves as stressed, rising to 84% of senior leaders.

The Cheltenham Offer is a collective response to these concerns and a commitment to do something different to close these gaps.

### 4.3 Progress to date

Work on the Cheltenham Offer started 6 months ago on the back of No Child Left Behind:

- Spring 2019 - Cheltenham Primary Heads and Communities Partnership agree to work together to reduce exclusions based on the principles of being restorative, trauma informed and strengths-based.
- Summer 2019 – Primary Heads complete an audit of current position and gaps. Over three quarters of schools completed this.
- Autumn 2019 – Audit used to create the draft Cheltenham offer.

The draft offer is currently being tested with key stakeholder groups with the Communities Partnership endorsing this on 19 November.

### 4.4 Details of the Cheltenham Offer

The offer is based on the principles of being restorative, trauma informed and strengths-based and consists of three overarching commitments that all organisations will make to the children and families that they work with:

- To work hand in hand with families;
- To understand the effects of poverty and trauma;
- To ensure our organisations are compassionate and strengths-based.

The offer is then broken down into the commitments about the way in which we will work and the actions we will take. The full offer is shown in **appendix 2**. The commitments represent an enhanced level of support that we hope will become the gold standard that we are all making to help all our children and young people thrive.

The Cheltenham Offer is based on the principle that the responsibility for our children and young people does not solely rest with families and their schools, but that there is a collective shared responsibility. Therefore the aspiration is that all our partners, including public sector, VCS, business leaders and all education providers will see the merit in signing up the offer.

Creating system-wide support for the Cheltenham Offer could be truly transformational; bringing much needed resources and support into how we support and inspire vulnerable children and their families.

This aspiration is predicated on furthering our understanding of the gaps between the current offer for vulnerable children and the aspirations set out in the Cheltenham Offer and looking at how we bring in additional resources to fill those gaps whilst also reviewing our governance and accountability structures.

### 4.5 Lottery Bid

As part of the consideration of additional resources, officers have begun preliminary discussion about the potential for a significant bid to be made to the National Lottery. Initial discussions with the regional officer have been positive with a strong alignment between the Cheltenham Offer and the Lottery priorities of building strong relationships and taking early action so that people fulfil their potential.

Advice from the regional officer has provided some useful key criteria that we will need to demonstrate in the bid:

- The extent to which we can demonstrate support from stakeholders, communities, children and families;
- The extent to which we can demonstrate that ownership of the Cheltenham Offer is shared across the community and with those residents projects are supporting;
- The extent to which we can demonstrate that we are creating additional capacity in the community through peer-led support.

The initial thoughts about priorities for funding include:

- Training for staff, parents and children;
- Employment of staff to provide more direct support families;
- Activity provision for families.

#### 4.6 Implications for CBC

The Executive Leadership Team has considered the Cheltenham Offer and agreed the following key elements which will form the basis of the CBC action plan.

##### Developing how we work

- Staff training
- Review of relevant policies
- Review of relevant working practices
- Factoring the offer into the Target Operating Model

##### How we communicate

- Specifics – language and point of contact
- Environment and manner

##### Leadership

- Incorporate commitment to the offer into decision-making processes
- Promoting positive behaviours
- Promoting the offer
- Place leadership role

This report seeks council approval for the Executive Director People and Change, in consultation with the Cabinet Member Healthy Lifestyles to develop and agree an action plan that demonstrates how we will deliver the Cheltenham Offer through its internal and external arrangements.

#### 4.7 Expected outcome from the Cheltenham Offer

The most significant outcome we are expecting to achieve from the Cheltenham Offer is a closing of the gap between our most vulnerable children and the rest of the cohort in terms of educational attainment and levels of exclusions.

#### 4.8 Next steps

With schools and partner organisations:

- Map what partners are already doing to meet the Cheltenham Offer and what gaps they have;
- Support partners (and CBC) to create their action plans to meet the parts of the Cheltenham Offer they do not already meet;
- Identify any resource implications that cannot be met by the organisation.

With our partnership / community:

- Raise awareness of the offer and get partners to sign up to it;
- Develop the Cheltenham Offer with parents, children and the wider community to ensure it has wide ownership;
- Develop the lottery bid
- Prospective launch date September 2020.

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<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Risk assessment</li><li>2. Details of the Cheltenham Offer</li></ol>
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The risk				Original risk score (impact x likelihood)			Managing risk			
Risk ref.	Risk description	Risk Owner	Date raised	I	L	Score	Control	Action	Deadline	Responsible officer
-	If the council is not seen as continuing its support for No Child Left Behind, there is a risk that other funders may not be as willing to contribute to the programme	Darren Knight	4.12.19	3	3	9	Reduce	Council to be asked to continue its support for No Child Left Behind	December 2019	Richard Gibson
	Data suggests that current model of support for vulnerable children and young people is not working, there is therefore risk to how well we can achieve our place vision about Cheltenham being a place where everyone thrives.	Darren Knight	4.12.19	3	3	9	Reduce	CBC to provide place leadership on the subject of vulnerable children and young people	December 2019	Richard Gibson
	There is a further risk that without intervention, children and young people may be at more risk of poorer education attainment, higher rates of exclusion, at higher risk being victims of crime, at a higher risk of being drawn into criminal activity, higher risk of being obese, at a higher risk of being open to social care and a higher risk of experiencing poor mental health.	Darren Knight	4.12.19	4	3	12	Reduce	CBC to support the development of the Cheltenham Offer, to develop its own action plan and to support other partners develop their own responses to that we create a system-wide response.	Sept 2020	Richard Gibson

# The Cheltenham Offer

We will support each other to...

## ...work hand in hand with families

- |  |   |
|--|---|
| Show empathy                                   | Allow time to build relationships   |
| Be welcoming and supportive                    | Provide a named contact for families                                      |
| Be open and honest                             | Always carry out agreed actions   |
| Hear the views of the child and family         | Support the participation of families in positive problem solving         |
| Understand families' daily living experiences  | Identify early children who are not thriving and get alongside the family |
| Ensure all children and families feel involved |   |

## ...understand the effects of poverty and trauma

- |  |   |
|--|---|
| Be guided by trauma-informed practice                              | Reflect our awareness of the effects of trauma in our day to day work             |
| Value the emotional well-being of children, families and our staff | Put our understanding of emotional wellbeing into everything we do                |
|  | Undertake activities with children and families that strengthens their resilience |

## ...ensure our organisations are compassionate and strengths-based

- |  |  |
|--|--|
| Develop restorative relationships        | Continued staff training on the impact of trauma, emotional wellbeing and resilience |
| Continually build a culture of inclusion | Commit to a staffing structure that supports families                                |
| Make kindness visible                    | Present information simply   |
|  | Decision making (including financial) that supports the Cheltenham Offer             |

Ways we will work

Actions we will take

