

Appendix A – Children and Families Partnership Plan Annual Progress Update (2018 -2019)

Annual Summary (2018 - 19) Priority 1: Ensure the best start in life. Priority Lead: Jane Moore, Director Children and Family Services					
Focus areas	Actions	End of year 1 – Where are we now?	What’s working well?	What are we worried about?	Year 2 - What needs to happen?
1.1 To develop an integrated Early Years Pathway to ensure the needs of vulnerable children are identified	Development of a partnership pathway to ensure children are assessed and appropriate, proportionate interventions are offered	Draft pathway materials have been developed jointly (early help, health and education). Consultation to take place with parent/carers. Draft will then be shared with CFP Board for agreement. Work has begun on e-learning module on Quality First Teaching graduated 4 step approach for 0 -5 sector (Advice line, Drop-ins, Area SENCO support, Specialist Teaching input via panel) Currently training Improvement Advisors to take on Area SENCO role.	The journey within LCC and with partners is progressing well and together we have been able to achieve a significant culture change: - beginning to consider new approaches - panel forms reviewed with stakeholder input - moving to working all year round to support children in provision	Currently an over reliance on specialist teacher support because of the dominance of the PVI sector (no QTS and SENCO support in Leicestershire). Some services/ practitioners have a historical perception of ways of working with children (diagnosed children rather than early identification)	By June 19 - 70 providers to be accessing drop-ins (representing a 5% increase) By Sept 19 – All providers will have named Area SENCO with expectation of minimum 2 visits per term By Dec 19 – 30 children (10% of cohort) to be receiving specialist teacher support receive intensive support then moved to monitoring By March 20 – to see a 10% reduction in children coming to early years panel (baseline Aug '18 of 300 cases)
1.2 To develop a shared understanding of the importance of the first 1001 Critical Days and school readiness	Develop a communication strategy to deliver a campaign to share key messages from 1001 Critical Days with professionals and parents	Consultation undertaken with professionals to ascertain current understanding of the 1001 Critical Days which will inform the communication strategy Training and information sessions being delivered to on the importance of 1001 Critical Days. Work started on leaflet for parents to share key	4 sessions delivered to LCC early years, SEND, portage and further sessions planned to foster fostering team, foster carers, adoption team, ICPC conference chairs) 20 minute presentation resources ready to be rolled out. 2 working group meetings held to progress the parent	Experiencing challenges with engaging wider partners in the working groups	By June 19 - to launch parent leaflet - to establish quarterly steering group and 6 weekly working group meetings and to achieve buy-in and stable attendance from all partners in order to give the work momentum. By Sept 19 – LCC to re-commission Baby Beginnings programme (or similar if sent out to tender) and ensure 1001 days key messages

		messages	leaflet		<p>are strongly embedded.</p> <p>By Dec 19 – Training sessions to be delivered to staff across CFS and partners. -Pool of staff able to deliver training sessions to be identified across partners</p> <p>By March 20 – 1001 days key messages to be included across CFWS and midwifery/health clinics and interventions such as bumps to babies -Sessions to be delivered to schools/early years settings</p>
	Develop a shared definition of school readiness and the support required for children and families in order for them to be school ready	School Readiness definition leaflets for professionals and parents launched in Sept 18, materials shared across partnership and live on dedicated webpage 7000 leaflets distributed by health to parents with children due to start school in Sept 2019	Good engagement from health, social care and education. Media coverage - well received (feedback is it covers all children, including SEND)	Children from FSM cohorts are not achieving as well as their peers	<p>By June 19 – to hold school readiness conference to launch toolkit for professionals</p> <p>By Sept 19 – portal to be put in place for parents to access eligibility for FSM which will increase pupil premium and support for foundation stage children and to contribute to improved EYFSP results (48% currently)</p> <p>By Dec 20 – 30 practitioners from schools and PVI to be trained to support children at risk of delay with early language skills</p> <p>By March 20 - Youtube video for parents to be launched - to help access activities to try at home to support school readiness</p>

Annual Summary (2018 - 19) Priority 2: Safe and free from harm

Priority Lead: Detective Superintendent Matt Ditcher, Public Protection Lead, Leicestershire Police

Focus areas	Actions	End of year 1 – Where are we now?	What’s working well?	What are we worried about?	Year 2 - What needs to happen?
2.1 To develop and embed an integrated model of services to prevent harm to children and young people	2.1.1 Explore opportunities for a Multi- Agency Safeguarding Hub (MASH) model to support the application of thresholds and accessibility to shared information.	Work undertaken to better integrate services and strengthen one front door approach. Steering group met in Sept to consider integrated front door approach. Partner briefing session held on police process mapping to identify any duplications and overlaps and agree pathway for DA. LCC and Police have reviewed effectiveness and efficiency of own internal processes in order to be a better position to align with partners. Police review will include designing improved pathways into health.	Have now embedded practice of joint reviewing and screening at front door (especially around DV and child concerns) that enable us to review concerns in a timely and effective way by of being co-located at Wigston Police Station	The integrated model between Police and LCC has been developed as far as practicable within current resources. Embedding other colleagues into the co-located arrangement would enhance the model, however we recognise that budget constraints are a barrier to this.	Action now closed work will be progressed under new action: 2.1.6 Identify, implement and align operational responses to Child Criminal Exploitation (CCE) across LLR -which will include the analysis, collection, sharing of intelligence Strategic Lead to be appointed (April/May ‘19). Strategic Lead to work with partners to develop operational responses to prevent, detect and deter CCE. Actions to be developed once Strategic Lead is in post.
	2.1.2 To develop a multi-agency pathway for the review and analysis of domestic abuse incidents affecting children.	Pilot has been implemented and is now being embedded within Police and CSE hub. A review will be undertaken by Police and LCC (Sept 2019) to assess how well this has been embedded.			Action now closed. Work will be progressed under new action 2.1.6
	2.1.3 Implement daily MARAC meetings (to align with S47)	Daily MARAC implemented on 21 st January 2019.			Action completed and closed
	2.1.4 Agree the future partnership plan for child criminal and sexual exploitation and missing from	Key members of CSE Ops group have met to agree future plans for expanding CSE hub remit to include CCE (Child Criminal Exploitation). Vulnerabilities Executive met on 1 st Feb 2019. Agreement for CSE Ops	Really positive that partners are coming together to discuss ways of working together and moving this agenda forward. There is agreement and recognition and all partners are		Action now closed. Work will be progressed under new action 2.1.6

	home	Group to be formed into Vulnerabilities Ops group. Wide recognition across partnership that we need to develop and align our own operational responses to CCE. Funding has been secured for a partnership position of Strategic Lead for CCE which will work to develop the operational responses and make sure these are aligned across LLR.	on board and driving this through at pace.		
	2.1.5 Analysis of intelligence in relation to all forms of child criminal exploitation to identify “threat and risk” to inform our preventative strategy and drive operational activity.	Work is underway across LCC and Police to develop a pathway and tool for identifying and mapping children and young people involved in criminal exploitation (links to work being led by Anita Gurry/ Donna Smalley in the region). Tool is still being developed and paper will go to LSCB Board in March to inform/update partners on progress	Dissemination of gang association tool across SC workforce. Pathway into prevention services that dovetails into existing safeguarding processes.	Sharing of concerns around County Lines and exploitation has increased – need to develop operational responses to tackle this.	Action now closed. Work will be progressed under new action 2.1.6 Timeframe for the development and launch of Child Criminal Exploitation tool and associated resources will be agreed by June ‘19. Roll-out will be managed through the Vulnerabilities Ops group and signed off by the Vulnerabilities Executive.
2.2 To make children safe by raising awareness of universal safety messages	2.2.1 Map gaps and duplication in universal activity delivered across the partnership and identify key learning to be delivered / priority cohorts.	Serious harm reduction unit in police have been promoting county lines and exploitation of children (internally and across partners and public)		Knife crime has been identified by young people across Leicestershire as a key area of concern. All partners have a role to play in addressing knife carrying and related crime. Are agencies taking appropriate actions and making appropriate referrals when they identify children and young people carrying knives? Concerns around funding across the partnership for comms activity around universal safety messages. Have been able to cover CSE and CCE through existing resources	Action now closed. Work will be progressed under new action in recognition of knife crime as an emerging issue and the risk of harm to children and young people). Actions to be developed once Strategic Lead is in post. 2.1.7 To develop and integrate a model across the partnership to recognise, respond to and prevent knife crime

				but if we are wanting to widen out we will need additional resources.	
	2.2.2 Develop a comms strategy, training plan and resources to support professionals in the delivery of safety messages (real and virtual world).	<p>CSE communications strategy in place and will be expanded to encompass wider risk areas. (action aligned to existing CSE comms strategy).</p> <p>Police CSE comms lead is working on a directory of local and universal campaign materials.</p> <p>Have introduced an electronic, partnership CSE/CE newsletter. The bulletin will be issued every four months and include information about new initiatives, campaigns and projects, details of new legislation, a round-up of recent, successful investigations and convictions, national issues and details of good work and awards. The aim is to ensure all practitioners across the county are up-to-date with the work being undertaken by police and partners to raise greater awareness of CCE.</p> <p>Breck's Last Game, the major new film aimed at protecting children from online grooming, along with a comprehensive resource pack, is currently being rolled out to schools across Leicester, Leicestershire and Rutland following its launch in September 2018.</p> <p>CSE briefings are being delivered to partners (including GPs) and preferred resources (posters etc) are being shared.</p>	<p>The feedback from schools on Breck's Last Game is overwhelmingly positive. One teacher said she found it "interesting and vital to teach, especially from the angle that we were not trying to scare the pupils but instead empower them to understand how to use the internet safely and also, seek assistance, and know where to obtain help from, if required."</p> <p>Have developed closer links with licensing by setting up a task and finish group to agree a new suite of CSE training materials for the night time economy including taxis and licensing which have been ratified by the CSE, Missing and Trafficked Ops group. They have now been distributed across LLR via the CSPs.</p> <p>Held a very successful partnership CSE/ CCE gangs and county lines training day on January 21st for professionals across LLR which was fully booked and received extremely well.</p>	Some issues communicating with secondary schools regarding the Breck's Last Game offer. There are several channels for doing this but despite utilising all of these there are still some schools to claiming to know nothing about the film or resource pack	By June 19 - Refresh CSE/CCE comms plan

Annual Summary (2018 - 19) Outcome 3: Support Families to be Self Sufficient and Resilient
Outcome Lead: Jane Toman, Chief Executive, Blaby District Council

Focus areas	Actions	End of year 1 – Where are we now?	What’s working well?	What are we worried about?	Year 2 - What needs to happen?
3.1 To develop an integrated approach to family resilience and self-sufficiency	Work with partners to understand needs, identify gaps and explore opportunities for integration and integrated commissioning	A collective mapping process will be undertaken to understand partners' involvement. Future identified actions will follow once this work has been completed	Work is underway		Identify gaps and opportunities from the mapping exercise
3.2 To enable families to navigate services	Provide joined up information and guidance to enable children, young people and families to be self-sufficient and navigate services	Named “champions” have been identified from partner organisations to ensure regular updating of re-vamped Directory. The new Leicestershire Information & Support Directory (LISD) is now live and going through a soft launch for testing prior to a formal re-launch.	Complete	Some concerns that this is an LCC owned and that other information and guidance is being developed by other partners	Complete
3.3 To support families to progress towards work	Enterprise advisers linked to every secondary school / academy	Mapping of schools/academies linked to Enterprise Advisors complete and gaps identified. Numbers of EA's are increasing. Some schools are participating as national pilots of the Careers Hub.	Regular updates on number of EA is provided by the LEP and numbers are increasing across the County	Nothing, progressing well	Every school has an EA
	Engage with businesses locally to build resilience and offer supported opportunities available for SEND children	Not started	This has been a difficult priority to progress as funding picture is unclear		
	Raise profile and awareness of DWP work coaches to help overcome barriers to work	Workshops taking place to understand barriers to work for people in HBBC, being led by DWP. If successful, this will be rolled out across the County area	Working well	Limited number of work coaches within the DWP	Rollout of DWP work coaching sessions
	Encourage people to become part of their communities (volunteering)	Will ensure community and volunteering opportunities are link into the LISD when launched to ensure promotion	Not yet started		Promote LISD and include volunteering opportunities

Annual Summary (2018 - 19) Outcome 4: Ensure vulnerable families receive personalised, integrated care and support

Outcome Lead: Sharon Cooke, Assistant Director of Children and Family Services

Focus areas	Actions	End of year 1 – Where are we now?	What’s working well?	What are we worried about?	Year 2 - What needs to happen?
<p>4.1 To provide integrated, outcome-based, high quality, cost effective provision</p>	<p>4.1.1 Identify opportunities for integrated commissioning of direct payments, short breaks, play and leisure.</p>	<p>LCC CFS, CCG and LCC A&C are working together to consider commissioning opportunities for Short Break residential provision that will ensure a joint pathway of care for Children/Young Adults with Disabilities</p>	<p>Joint Priorities have been agreed for the SEN Strategy and a meeting with the CCG has been arranged to consider the development of a Joint Strategic Commissioning Board and a review of the Complex Care Panel.</p>	<p>The Complex Care Panel is very health focused and is currently not considering all Integrated Commissioning.</p> <p>Terms of reference for the CCP appear to be about determining eligibility to Continuing Care. These need to be reviewed.</p>	<p>Amend wording of action 4.1.1 to reflect new focus: 4.1.1a Identify opportunities for integrated assessment and commissioning of appropriate resources (direct payments or complex care packages) 4.1.1b Review the current Complex Care Panel pathway/ protocol and develop an approach that considers complex needs and solution focused responses</p>
	<p>4.1.2 Develop an Inclusion strategy to ensure a partnership approach in meeting the needs of vulnerable children and young people in inclusive settings.</p>	<p>LCC Inclusion Manager appointed on a 2 year fixed term contract from July 2018. The Inclusion Manager has direct reports from Elective Home Education (EHE), Children with Medical Needs, CME, Pupils Missing Education and Advice, Information and Guidance teams, and oversight of the primary and secondary behaviour partnerships. These service areas offer support back to schools, including the writing of inclusion pathways and inclusion strategy.</p>	<p>From September 2019 the work of the inclusion manager area has formed part of the High Needs Development plan, with updates being reported to the High Needs Board as appropriate. The pathway group have been meeting at regular points, and their work is being incorporated in the High Needs Development Plan work strands. Direct work and co-ordination where permanent exclusions have occurred to consider if needs have been met by the school prior to exclusions- enabling accountability around exclusions</p>	<p>The increase in number of young people in EHE with unmet SEN needs.</p> <p>Exclusions of vulnerable students with unmet SEN needs.</p> <p>Gaps in services around non-attendance for young people with SEMH</p> <p>There are times when it is difficult to get a LAC including UASC into a school provision (to include in inclusion pathway)</p>	<p>By June 2019 Remodelling of Inclusion Service Development of pathway structures (strategy, gather information for pathway design, identify gaps in services) Data development of identified needs of cohorts linking this to other services Development of Surgeries at secondary level Recruitment to Inclusion Co-ordinator Review of SEIPS agreement</p> <p>By Sept 2019 Process development for inclusion team following recruitment to new rolls Consultation and Website development for pathway</p> <p>By Dec 2019 Promotions of Inclusion Pathway Extension of locality model for</p>

					<p>surgeries at Primary/Early Years level</p> <p>By March 2020 Review tracking data sets to ensure they meet requirements</p>
	<p>4.1.3 Develop a wraparound therapeutic services model to support step-downs from residential care</p>	<p>MISTLE contract awarded to Action for Children. Operational meetings have been set up to identify targeted young people and actively recruiting specialist carers. Continuing to publicise the pathway. Contract and referral panels in place and targeted young people being worked with.</p>	<p>Action for Children involved in the training and recruitment of foster carers.</p>	<p>Still early in the process to measure achievement/impact for young people.</p> <p>Challenge in recruiting level 6 carers. Continuing to work on this.</p>	<p>MISTLE contract includes performance targets against which performance will be monitored quarterly.</p>
<p>4.2 To develop a post 16 multi-agency delivery model</p>	<p>4.2.1a Development of post 16 strategy /delivery model</p>	<p>16+ model: Working group for design of 16+ model (including housing reps) meeting on a regular basis. Further review, visits and children's voice work undertaken. Option paper prepared for consideration at LCC SMT in Dec '18 (agreed to extend Adullam contract for further 12 months).</p> <p>The review of the housing protocol is in draft waiting for sign off by LCC SMT/DMT and will need to be presented to Cabinet.</p>	<p>Monthly meetings are held with a representative from the district councils to aid designing a new service specification.</p> <p>Looking at tying in the accommodation for young people at risk of homelessness with the accommodation that is currently provided by our 16+ providers. This will be achieved by including the requirements in the current framework that we have for providing accommodation for LAC aged 16/17.</p>		<p>Amend wording of action 4.2.1a to reflect new focus: "Development of multi-agency protocol for 16 and 17 year olds at risk of homelessness"</p> <p>By Sept 2019 To continue with the joining up of the two contracts which support 16/17 year olds with a view to this being finalised and launched from August 2019</p> <p>By Dec 2019- To have protocol and plan signed off by August 2019, with commissioning to follow</p>
	<p>4.2.1b Development of Care Leaver Offer</p>	<p>Care Leavers: The Care Leaver Offer based on the extended duty was sent to Care Leavers aged 21-25. The LCC team was enhanced, through growth of personal advisors, with a clear drive for purposeful and ambitious relationships with our young</p>	<p>Multi-agency High Risk Panel is now well embedded with clear evidence of impact on specific young people;</p> <p>EET has improved across all age groups</p> <p>Suitable accommodation has</p>	<p>DWP engagement in High Risk Panel and C&F Partnership.</p> <p>Health Services commitment to Care Leavers and their offer.</p> <p>Mental Health responses to young people aged 17+ and the 'cliff edge' with adult mental health</p>	<p>by May 2019 – LCC 6 apprenticeships are used</p> <p>by June 2019 – Housing protocol agreed, including accepting housing applications at age 17.5 years</p> <p>by March 2020 - DWP is an active</p>

		<p>people.</p>	<p>improved across all age groups</p> <p>Care Leaver ring-fenced apprenticeships is up and running</p> <p>SYPAC remains strong with increased attendance at the end of last year.</p>	<p>services</p> <p>Pushing for the Housing Protocol to be empathetic</p> <p>NEET and Suitable Accommodation is less effective for young people aged 21+</p> <p>Ensuring that SYPAC is accessible for the most vulnerable of our Care Leavers.</p>	<p>member of Partnership</p> <p>DWP is a member of Corporate Parenting Board</p> <p>Agreed protocol with CAMHS and health about continuity of provision for older young people</p> <p>Employment, training and sponsorship is created through LLEP</p> <p>Mentoring scheme is established</p>
<p>4.2.2 Review integrated pathways to adulthood for children with SEN and disabilities</p>	<p>LCC Pathway to Adulthood Protocol now developed by Children and Families and Adults and Communities. Transitions event held on 27th June to develop the pathway. Launched September 2018.</p> <p>As yet there is no systematic evidence of impact of the new pathway. However, there are emerging examples of good practice, including complex cases where there has been improved planning between children's and adult services.</p> <p>An additional Service Manager is now being appointed within the Transitions Team (together with 6 additional Transitions Workers). The SM will have a 0.5fte responsibility to coordinate and drive this work forward.</p>	<p>The Pathway document is available on the Local Offer website and has been publicised through the schools newsletter, SENDC Net meetings and other Forums. Training has been provided to SENCOs and other practitioners on how to write good quality outcome focussed plans.</p> <p>Dialogue has taken place with FE providers about the post 19 offer and there is a shared vision about how to move forward.</p> <p>Early discussions with Adult Services about accommodation needs into the future, including a commitment to explore provision that could support young people into adulthood with greater continuity pre and post 18yrs.</p>	<p>A governance structure is now in place, including a Transitions Board with LCC CFS, LCC A&C, Parent Carer Forum and Health representation.</p> <p>The governance structure beneath the Transitions Board includes five sub groups. There has been a lack of capacity to drive the work of these groups forward.</p> <p>Adult Transition Team have started to work with some young people prior to 17yrs and priority cohorts are being identified.</p> <p>SENA now have an established 'post 16' Team (SENO and 2 casework officers) to prioritise transitions work</p>	<p>Each of the 5 work streams reporting to the Transitions Board to have an identified lead and pattern of meetings established by 30 April 2019.</p> <p>Paper to DMT to agree revised funding arrangements for FE Colleges by end of June 2019</p> <p>Adult's Transitions Team to be fully staffed by end of June 2019, including SM Lead for Transitions Pathway (by end of April 2019)</p> <p>Systematic process for evaluating service user views on EHCP/Annual Review process to be in place from September 2019</p>	

Annual Summary (2018 - 19) Outcome 5: Ensure good physical and mental health

Outcome Leads: Mel Thwaites, Assistant Director, Leicester City CCG and Jane Roberts, Strategic Commissioner Public Health

Focus areas	Actions	End of year 1 – Where are we now?	What’s working well?	What are we worried about?	Year 2 - What needs to happen?
<p>5.1 To make obesity everyone’s business</p>	<p>Develop a whole system approach to obesity based on “Making obesity everyone’s business”</p>	<p>Maternal Healthy Weight Actions are being implemented: -Leicestershire Partnership NHS Trust has agreed to embed Maternal Obesity as part of the Making Every Contact Count (MECC) conversation -The STP has agreed to include Maternal Obesity in the ‘MECC Workforce Capability Toolkit’ which is under development -A maternal obesity module is being developed for LPTs online MECC training offer –this can be used by other partners (eg UHL, LCC) -Public Health England have published a suite of Maternal Health resources which are being adapted for use at a local level -Maternal Obesity stakeholder event (31 October 2018) has informed actions going forward (how to raise the issue before, during and after pregnancy) -Literature Review of the evidence of what works completed Feb 19 and key messages will be summarised and disseminated through via a maternal obesity comms strategy.</p>	<p>Embedding maternal obesity into MECC Looking at health needs assessment and evidence</p>	<p>Getting whole system buy-in (a bit piecemeal currently)</p>	<p>Sept 19 - MECC training module completed Dec 19 – roll out of implementation across stakeholders (including protected learning time to GPs and UHL) March 20 – begin monitoring on maternal obesity being raised as part of MECC conversations</p>
	<p>Develop a Schools Active Travel Action Plan</p>	<p>A mapping exercise / audit is underway 7 Primary schools have been identified to receive ‘intensive support’ from the Active Travel Team to pilot different activities and interventions to identify what works- this will help to inform recommendations for District Councils etc Information on adopting a whole-school approach to active travel that has been developed and uploaded onto the updated healthy schools website in Dec 18 Article on whole-school approach to active travel provided for School Governor Newsletter (Jan 19 edition) - https://www.leicestershirehealthyschools.org.uk/active-travel Article on whole-school approach to active travel provided for Headteacher briefing – (Jan 19 briefing) - https://www.leicestershirehealthyschools.org.uk/active-travel</p>	<p>Current actions going well. Need to wait until end of academic year for lessons learned Use the 7 schools as beacons of good practice to influence other heads and get buy-in</p>	<p>Influencing parents – need to engage with children and young people more and devise a campaign to help influence them</p>	<p>June 19 – collating feedback for the lessons learned from the 7 pilot schools Sept 19 – showcasing the lessons learned to other schools (feeding into head-teacher meetings and briefings) Dec 19 - prep work and planning to engage with children and young people in pilot schools</p>

		travel Information linking active travel to improved air quality information uploaded onto healthy schools website in Dec 18 - https://www.leicestershirehealthyschools.org.uk/active-travel			
	Partnership delivery of "Active Families" 4 year project funded by Sport England	Year 1 pilot delivered in Harborough and NW Leics as the implementation phase	Good partnership working between Districts, Physical Activity Development Officers, Home Start volunteers and SLF workers	Difficulties in recruiting families who meet the criteria	April 19 - roll out of implementation across the County September 19 – monitoring & County wide review of first 6 months. Update report to come to Partnership Board.
5.2 To develop a partnership approach to emotional health and wellbeing	Develop a partnership wide approach to emotional and mental wellbeing using Future in Mind as a framework Mind as a framework and focussing on the Adverse Childhood Experience base	Currently meeting with partners to ‘map’ what is currently being delivered with a view to developing a County wide, multi -agency approach . A consensus needs to be reached re trauma informed care to address and prioritise ACEs Meetings with Nottinghamshire and Lincolnshire County Councils held in January to learn from how they have developed a trauma informed approach across their counties. Stakeholder event planned for 21 st May on ACEs	Starting to get buy-in and recognition from partners	It is a slow process and buy-in takes time. Austerity and cuts impacting on services that will be needed to address ACEs	May 19 – stakeholder event held to kick off a partnership wide conversation on the ACE approach Sept 19 – identify funding to deliver training and shared approach Complete training needs analysis to identify in relation to ACE awareness Dec 19 - comms plan developed

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