

# Leicestershire Children and Families Partnership Plan 2021-23



Leicestershire  
**Children and Families**  
Partnership



# Foreword

Our Children and Families Partnership Plan brings together partners who work closely with our children and young people. Over the past three years we have made great strides in improving the lives of our children and young people, their families and carers in Leicestershire. A partnership approach where the child's voice is at the forefront of all our thinking and action, provides a safe and supportive culture for our children to thrive. This in turn supports our vision that **Children and young people in Leicestershire are safe and living in families where they can achieve their full potential.** We are united as partners and I am incredibly proud to be the Chair of the partnership as we move forward over the next three years.



**Cllr Deborah Taylor**

Lead Member for Children, Families, Safer Communities and Regulatory Services

Deputy Leader of Leicestershire County Council

# Vision

**//** Children and young people in Leicestershire are safe and living in families where they can achieve their potential and have their health, wellbeing and life chances improved within thriving communities.



# Background

Leicestershire Children and Families Partnership was established in 2018 to champion effective partnership working on shared outcomes and priorities that make a real difference to the lives of children and young people.

By working together, the Partnership aims to maximise resources and expertise, be more co-ordinated in the services provided and avoid duplication of effort.

The Partnership is a sub-group of Leicestershire's Health and Wellbeing Board and is made up of the key organisations that work with children, young people and their families across Leicestershire.

The Partnership includes representatives from Leicestershire County Council, District and Borough Councils, Leicestershire Police, Office of the Police and Crime Commissioner, NHS health partners, Schools, Probation Service, Department of Work and Pensions and the Voluntary Sector.



# Partnership Plan

The Partnership is tasked with overseeing the delivery of a Children and Families Partnership Plan, addressing the five priorities relating to children and young people identified in Leicestershire's Joint Health and Wellbeing Strategy (2017-22).



**Priority 1: Ensure the best start for life**



**Priority 2: Safe and free from harm**



**Priority 3: Support families to be self-sufficient and resilient**



**Priority 4: Ensure vulnerable families receive personalised, integrated care and support**



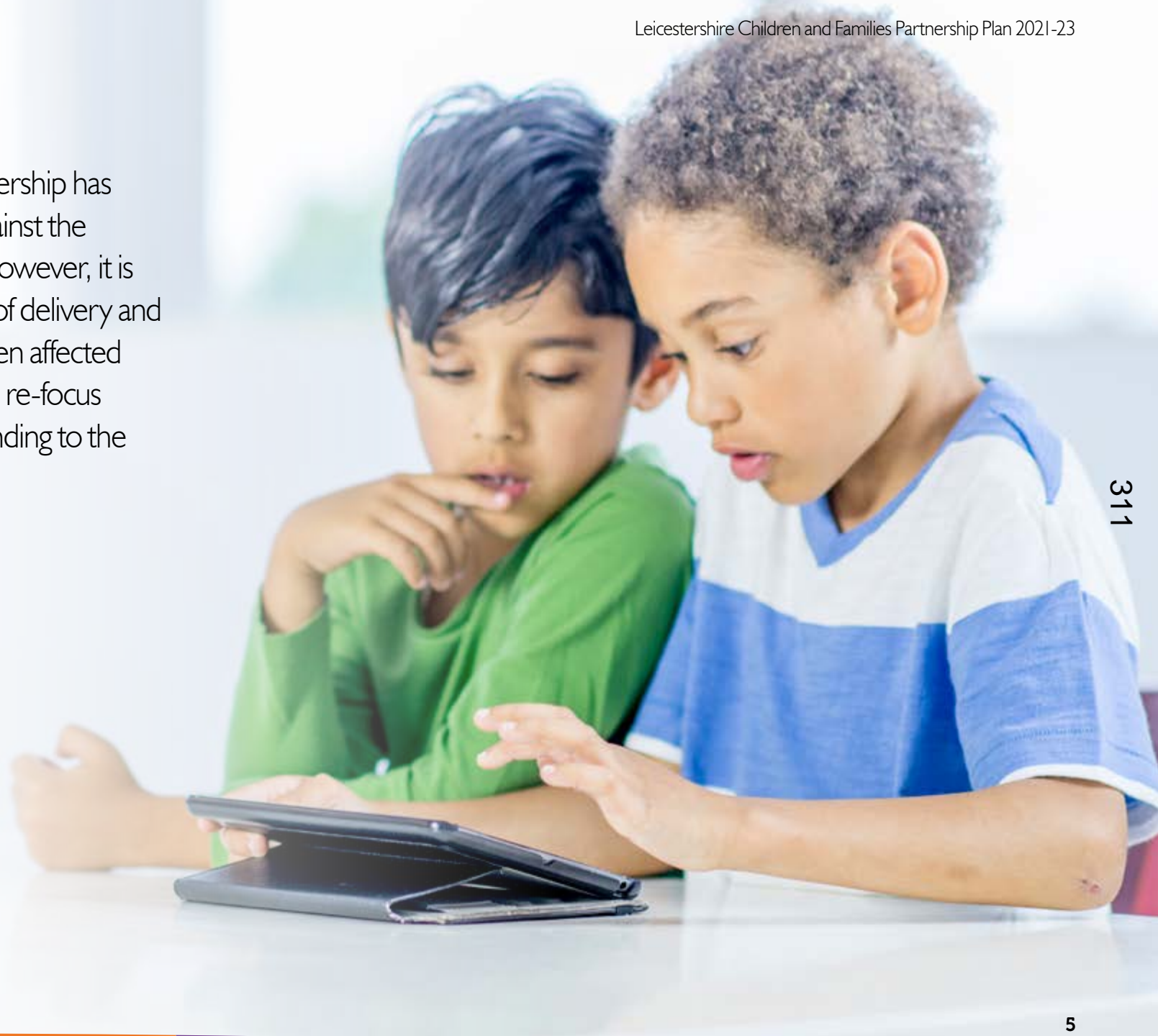
**Priority 5: Enable children to have good physical and mental health**

The Partnership Plan is not a detailed description of the work of each partner individually, but an overview of those actions we know that, by working as partner agencies, we can have the biggest impact on the lives of children and young people.



# Achievements

The Children and Families Partnership has celebrated key achievements against the Partnership Plan for 2018 – 21, however, it is important to note that the pace of delivery and progress of some actions has been affected by the Covid-19 and the need to re-focus partnership resources on responding to the pandemic.



# Priority 1

## Ensure the best start for life

### Early Identification

A universal offer has been developed to support children identified as at risk of delay through the 2 year health check.

A “Graduated Approach” has been introduced to assist children at risk of delay being identified early and referred to appropriate services for support. The approach includes an Advice Line, support visits from Area SENCOs, half-termly drop-ins for providers to talk through concerns with a range of professionals and an online toolkit for schools and preschools.

A neo natal support pathway is being developed to help identify families with children who have been born prematurely who may require additional support at home on leaving the neo natal ward.

### School Readiness – a shared understanding across Leicestershire

Early years providers, schools, families and 0-5 services all have a shared responsibility to ensure that each individual child is ready to continue their learning journey as they enter school and get off to a flying start. School readiness is about working together for a child ready, family ready, school ready community.

The Partnership have developed a number of resources to promote a shared understanding of school readiness across Leicestershire.

- “Ready for school?” A leaflet to support parents
- “Talking about starting school” A video to support parents
- “School readiness – a shared understanding across Leicestershire” A booklet for professionals.
- School Readiness webpage – for parents, early years providers and schools
- School readiness online toolkit - for early years providers and schools

- School Readiness communications campaign to promote home learning tools and resources and the benefits of early years provision
- School Readiness Campaign - Areas across county with lower take up of free early education entitlement were identified for targeted promotional campaign



### The First 1001 Critical Days

The first 1001 days, from conception to age two, is a period of rapid growth and what happens during this time lays the foundations for future development. Positive experiences and good quality parent-infant relationships during this time are associated with the formation of a secure attachment which contributes to good physical and mental health, speech and language development, emotional self-regulation, resilience and wider social and economic advantages throughout the life course.

The Partnership have developed a communication plan and a number of resources to promote a shared understanding of the importance of the First 1001 Critical Days..

- “My first 1001 Days” – A leaflet for parents, distributed to expectant and new parents through key health contacts
- 1001 Critical Days webpage – serves as a one-stop shop for information for new parents
- 1001 Critical Days workshops and roadshows – awareness raising sessions for professionals across the Partnership
- 1001 Critical Days communications plan – including the distribution of leaflets and posters to schools, GP surgeries and public-facing/community buildings around the county and a social media campaign to promote the key messages

# Priority 2

## Safe and free from harm

### Child Criminal Exploitation Delivery Plan

A partnership delivery plan for Child Criminal Exploitation (CCE) is in place. The plan contains 89 actions set to the five P's (pursue, prevent, prepare, protect and partnership) and is being monitored by the Child Vulnerability Operational group.

### Child Criminal Exploitation Hub

The well-established, effective, multi-agency Child Sexual Exploitation (CSE) and Missing from Home safeguarding hub has been developed to tackle to the wider issues of the CCE.

- A strong partnership response is in place to all forms of exploitation, enhanced by the co-location of partners from across LLR including health, children's services, education, YOS and the police.
- The Terms of Reference and Strategy for the CCE hub have been updated and a joint data set including all LLR authorities, Police and health data has been compiled.
- Violent Crime Surge funding has been secured to fund posts to support the delivery of CCE work
- County Lines Intensification Week activities have successfully resulted in a number of warrants and arrests, the seizure of controlled drugs, firearms & cash and the identification of vulnerable people

### Child Criminal Exploitation Framework

Leicestershire has led in the development of the regional response to tackle CCE and develop improved information sharing across borders, including the development of a CCE pathway to services and resources and have worked with East Midlands regional neighbours to develop a Child Criminal Exploitation Framework to ensure a local and regional response that is effective and coordinated for children and young people at risk of CCE.

### Communications

A Communications Strategy, training plan and resources to support professionals in the delivery of safety messages have been developed and rolled out.

- An electronic, partnership newsletter has been developed to ensure all practitioners across the county are up-to-date with the work being undertaken by police and partners and to raise greater awareness of CCE.
- Resources, including posters, have been distributed to professionals across LLR to raise awareness of CCE and county lines
- Breck's Last Game film and resource pack, aimed at protecting children from online grooming, has been rolled out to schools across LLR
- CSE/CCE gangs and county lines training has been delivered to professionals across LLR
- A short video briefing has been developed and shared with all GPs across LLR
- "Are You Listening" social media campaign, targeting parents/carers has been successfully delivered
- Workshops, aimed at children and education professionals, have been delivered to schools across the county



# Priority 3

## Support families to be self-sufficient and resilient

### Joined up information and guidance

The Leicestershire Information and Support Directory (LISD) has been launched and includes a number of new features to enable children, young people and families to be more self-sufficient and navigate services

### Progress towards work

Enterprise advisers are now working with every secondary school to link them to employers, help them to deliver careers support and offer employment advice to young people

### Early Help

The areas for action under this priority were reviewed during 2019 and in 2020 the focus was shifted to the effective partnership delivery of early help services. Leicestershire's Early Help Partnership have refreshed their terms of reference to include oversight of the delivery of this priority. Shared areas for action and named leads have been identified and work has been undertaken to develop action plans for each workstream.





# Priority 4

## Ensure vulnerable families receive personalised, integrated care and support

### Integrated provision

Work has been undertaken to review partnership processes to ensure they are integrated, outcome-based and meet the needs of children and families

- The Complex Care Panel pathway/ protocol has been reviewed to develop an approach that effectively considers complex needs and solution focused responses. A Joint Solutions Panel has been established to review joint funding arrangements.
- A new LLR SEND Joint Commissioning Strategy has been launched
- Work has been undertaken in relation to the Risk of Admission Register (ROAR) and Care, Education and Treatment Review (CETR) processes to ensure children at risk are identified and more robust processes are in place for the provision of co-ordinated, multi-agency support
- An Inclusions Pathway has been developed and a webpage for the LCC Inclusion Service has been launched

### Post 16 multi-agency delivery model

- A 'Promise' to children in care and care leavers has been launched and includes a series of measures to support young people in, or who have left care. The Promise has been agreed by partners including the County Council, all seven district and borough councils, the Office of the Police and Crime Commissioner and the Combined Fire Authority
- A wraparound therapeutic services model has been developed to support step-downs from residential care
- A multi-agency Housing Protocol for 16 and 17 year olds at risk of homelessness is now in place
- Work has been undertaken to review the Pathway to Adulthood for children with SEN and disabilities



# Priority 5

## Enable children to have good physical and mental health

### Maternal and Child Obesity

Work has been undertaken to develop a partnership approach to Maternal and Child Obesity.

- Face to face & online Make Every Contact Count PLUS training modules on maternal obesity have been developed and launched
- Resources for practitioners to use with service users to discuss healthy weight before/ during & post pregnancy have been developed
- Make Your Move for a Healthy Pregnancy leaflet has been launched
- The Active Travel to and from school 'Choose How You Move' programme has been successfully delivered in schools across the county
- Sport England funded "Active Families" project has been delivered to all 7 districts and boroughs

### Emotional and mental wellbeing

Work has been undertaken to develop a partnership approach to Adverse Childhood Experiences (ACEs) and Trauma-Informed Practice.

- Multi-agency workshops to raise awareness of ACEs and identify implications for local policy and practice have been delivered, including virtual workshops on 'An Introduction to ACEs and Trauma-Informed Practice' commissioned by the Violence Reduction Network
- The Safeguarding Children Partnership have designed a half-day training session, with 12 local colleagues now trained to deliver this on an on-going basis
- Screenings of the "Resilience" film have been delivered to professionals across the Partnership
- A virtual learning event was organised and delivered by the new Trauma-Informed Schools network
- Consultancy and workforce development support has been delivered to Youth Justice teams by Leicestershire Partnership Trust's ACEs Project
- An e-learning package on trauma-informed practice has been developed by the Violence Reduction Network
- Eight practitioners have been appointed to provide mental health support in schools.



## Youth Campaign Group

A Youth Campaign Group (YGC) was developed in November 2018 to involve young people from the County Youth Council and Members of Youth Parliament for Leicestershire in developing and delivering the Leicestershire Children and Families Partnership Plan. The focus of the YCG is on undertaking campaign activity aligned to key issues identified by county young people through the national, annual “Make Your Mark” youth ballot.

Knife crime was identified as the number one issue for 2018/19 and the YCG has been working with partners including the Lord Lieutenant of Leicestershire, the Office of the Police and Crime Commissioner, Leicester City Football Club’s Community charity, Public Health and the Home Office-funded Words Over Weapons project on knife crime and awareness raising activity.

### YGC and Youth Council members have also engaged in:

- Consultation on the County Council’s Environment Strategy
- Q&A sessions with the Violence Reduction Network and the Police and Crime Commissioner
- LLR Self-harm Pathway young people’s feedback
- British Youth Council meetings with the Government Office around their messages to young people on Covid-19
- LLR SEND Joint Commissioning Strategy consultation



# Children and Families Partnership Plan Refresh 2021-23

In September 2020 the Children and Families Partnership undertook a review of their terms of reference and Partnership Plan for 2018-21. Based on an understanding of the data and the needs of Leicestershire's children and families, the Partnership agreed that the existing five priorities and key areas for actions remained relevant, and the focus of the refreshed Partnership Plan should remain on identifying where improved partnership working would add value.

The Partnership's vision for children and young people has not changed, however we continue to have fewer resources with which to achieve this vision which presents challenges, but also opportunities to do things differently and to be creative in how the resources are harnessed across the Partnership.

In November 2020 the Health and Wellbeing Board approved the refreshed Partnership Plan for 2021-23 and the strategic alignment of the Leicestershire Education Excellence Partnership, SEND and Inclusion Board, Youth and Justice Partnership Board and the Early Help Partnership to the Children and Families Partnership.

An overview of the refreshed Partnership Plan for 2021 - 23 and the updated Children and Families Partnership governance structure is provided in the appendices to this document.



## How will we deliver the priorities?

Named leads for each priority continue to work with partners and other key stakeholders to develop and deliver their priority action plans and to provide regular progress reports to the Children and Families Partnership.

## How will we know we are making a difference?

The Partnership Plan is a long-term ambition and the identified priorities will require a medium to long term strategic approach and system change to achieve.

The Partnership will identify key performance/success indicators and monitor them over time to help understand how the priority action plans are contributing to delivering change and improving outcomes for children and young people.

# Appendix 1:

## Children and Families Partnership Plan 2021-23 Priority Actions

### Priority 1

### Ensure the best start for life



#### What we want to achieve

- To improve early identification of children’s needs
- To promote a shared understanding of “1001 Critical Days”
- To embed a partnership approach to “school readiness”

#### What we will do

- Develop an integrated Early Years pathway that ensures needs are assessed and appropriate, proportionate interventions are offered
- Deliver and embed support for parents and caregivers throughout the 1001 days to support children to be physically healthy, emotionally capable and resilient
- Deliver a communications campaign to share key messages around school readiness and the support and resources available for children and families to help them to be “school ready”

### Indicators of success

To understand the impact of the work undertaken against this priority we will focus on tracking data on narrowing the attainment the gap for vulnerable groups and increasing the proportion of reception children reaching a “good level of development”.

### Performance/success indicator

- % of children reaching expected milestones in all 5 domains of the two year health review
- % of children working at expected levels at the end of the foundation stage

## Priority 2

### Safe and free from harm



#### What we want to achieve

- To embed an integrated approach to risk of harm and Child Criminal Exploitation (CCE)
- To establish an integrated approach to the promotion of universal safety messages

#### What we will do

- Identify, implement and align operational responses to Child Criminal Exploitation across Leicester, Leicestershire and Rutland, including the analysis, collection and sharing of intelligence
- Develop a communications strategy that supports partners to deliver universal safety messages (real and virtual world) to children and young people

#### Indicators of success

To understand the impact of the work undertaken against this priority we will focus on the successful completion of a DfE funded project, being led on by Leicestershire on behalf of the region, to develop an assessment framework for safeguarding adolescents from harm outside the home

#### Performance/success indicator

Development of a regional assessment framework for safeguarding adolescents from harm outside the home

Timeframe by March 2022

Training on agreed model disseminated across partnership, including delivery of regional seminar

Timeframe by March 2022

## Priority 3

### Support families to be self-sufficient and resilient



#### What we want to achieve

- To develop a partnership approach to Early Help
- To develop Early Help data sets
- To develop shared systems and processes for Early Help
- To develop the Early Help workforce
- To engage communities in Early Help

#### What we will do

- Develop and implement a shared Early Help Partnership action plan
- Identify relevant data sets from across the partnership to develop an Early Help Partnership dashboard
- Identify principles and protocols for joint agency working and develop a shared system to record and share any Early Help Support
- Develop a training programme across the partnership for the early help workforce around Trauma Informed Practice
- Identify effective means of engaging the voluntary and community sector in Early Help

#### Indicators of success

To understand the impact of the work undertaken against this priority we will focus on progress made across the Early Help Partnership to improve data sharing and shared systems and processes, as part of the overall Family Hubs approach.

#### Performance/success indicator

Development of an Early Help Assessment used by schools and other agencies

Pilot with a small number of schools from January 2022

10 schools take on the news approach by July 2022

Development of an Early Help Strategy and Charter for Family Hubs. In place by June 2022

Strategy in place and 75% partners signed up to the charter by Oct 2022

Data sharing between LCC, VRN and Police agreed and in operation by August 2022

Vulnerability data set agreed by the LLR Early Help Data Sharing group and dashboard produced - Timeframe by March 2023



## Priority 4

# Ensure vulnerable families receive personalised, integrated care and support



### What we want to achieve

- To provide integrated, outcome-based, high quality, cost-effective provision
- To develop a multi-agency post 16 delivery model

### What we will do

- Review the current Complex Care Panel pathway/ protocol and develop an approach that considers complex needs and solution focused responses
- Develop a wraparound therapeutic services model to support step-downs from residential care
- Develop a multi-agency protocol for 16 and 17 year olds at risk of homelessness
- Develop the Care Leaver offer across the partnership
- Review integrated Pathways to Adulthood for children with SEN and disabilities

### Indicators of Success

To understand the impact of the work undertaken against this priority we will focus on key partnership work and how, by working across services, we can improve the take up of health assessments for Children in Care and access to appropriate (housing) support for homeless 16/17 year olds

### Performance/success indicator

Improvement in the take up of health assessments for Children in Care

Protocol between district housing and Children's Social Care is reviewed and tracking is undertaken to confirm that young people who present as homeless receive appropriate services.

## Priority 5

# Enable children to have good physical and mental health



### What we want to achieve

- To implement Trauma Informed Practice aligning to the Leicester, Leicestershire and Rutland (LLR) Trauma Aware workstream
- To reduce Accident and Emergency (A & E) attendances for 0 -18s across the County
- To reduce food poverty (including holiday hunger) through further development of the Leicestershire Food Plan
- To reduce maternal and child obesity
- To improve perinatal mental health
- To reduce/stop smoking in early pregnancy

### What we will do

- Work with the LLR Leadership Group to develop a programme of work and embed a shared vision for Trauma Informed Practice
- Analyse A & E attendance data to understand and address any trends and develop prevention pathways
- Develop and implement a programme of work to address food poverty
- Develop and implement a programme of work to improve maternal health with a focus maternal physical activity and mental health
- Improve access to evidence-based interventions/psychological therapies for women and their partners at an earlier stage
- Deliver training to all midwifery staff and QuitReady intervention programme to identified pregnant smokers

### Indicators of success

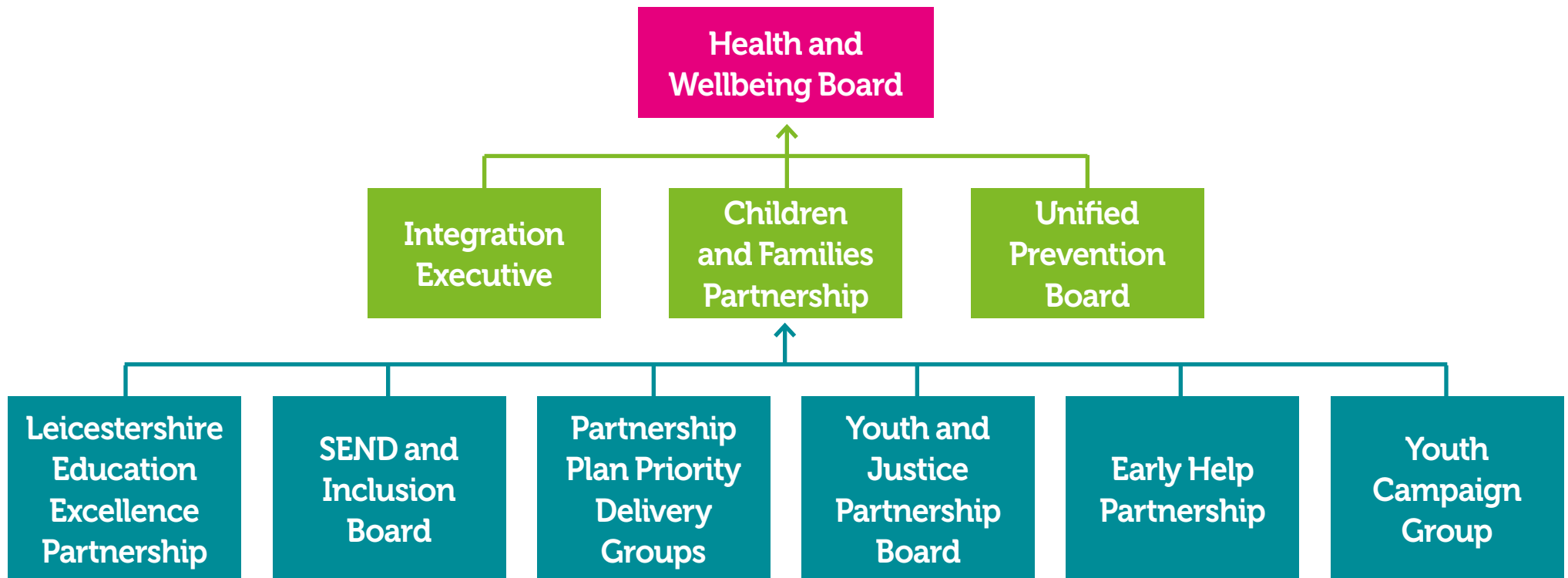
To understand the impact of the work undertaken against this priority we will focus on gathering baseline data on maternal weight and improving smoking in pregnancy rates.

### Performance/success indicator

Reduction in the proportion of children 0-18 attending at emergency departments
Development of county-wide baseline to understand those affected by food poverty
Development of baseline data for women needing support to improve their weight and mental health
Improvement in the % of women who stop smoking at time of delivery
An evidence based programme of work in place to prevent trauma that is aligned to the LLR Trauma Informed Practice strategy

# Appendix 2: Governance

## Children and Families Partnership Board Governance



Our Children  
Our Future

Leicestershire  
**Children and Families**  
Partnership

