

TO BE PUBLISHED BY 9<sup>TH</sup> SEPTEMBER

**LEICESTER**  
**Joint Area Review**  
**Action Plan**

**June 2008**

## **Setting the Context**

The Joint Area Review of Leicester's Children and Young People's Services took place in January/February 2008, in parallel with the Local Authority's Corporate Performance Assessment and subsequent to the Youth Offending Service Inspection, which took place in December 2007. The Joint Area Review looked at all publicly funded services for children and young people and focussed on five areas, comprising 3 core investigations and 2 additional investigations. These were:

### **Core investigations**

- Safeguarding
- Looked after children and young people
- Children and young people with learning difficulties and/or disabilities

### **Additional investigations**

- The impact of the partner's strategy in reducing teenage pregnancy and improving outcomes for young parents in West Leicester
- The impact of the 13-19 strategy in improving outcomes for young people.

The Joint Area Review also looked at service management and capacity to improve.

The Joint Area Review report, published in June 2008, sets out 16 recommendations for action. The Council is required to submit a response to these recommendations, through a post Joint Area Review Action Plan.

This Joint Area Review Action Plan has been developed in consultation with key partners and stakeholders.

## The Joint Area Review Findings

The Joint Area Review concluded that services that safeguard children and young people in Leicester are of good quality, children in care are provided with good services, and the council and its partners have good ambitions for all children and young people. However, they found that work to improve the educational attainment of students age 13 to 19, and to reduce the numbers of teenage pregnancies and improve outcomes for young parents in the west of the city needs to improve.

## Grades

**4: outstanding; 3: good; 2: adequate; 1: inadequate**

	<b>Local services overall</b>
<b>Safeguarding</b>	<b>3</b>
<b>Looked after children</b>	<b>3</b>
<b>Learning difficulties and/or disabilities</b>	<b>2</b>
<b>Service management</b>	<b>2</b>
<b>Capacity to improve</b>	<b>2</b>

## Areas of additional investigation

- **The impact of the partners' strategy in reducing teenage pregnancy and improving outcomes for young parents in West Leicester City Council is Inadequate**
- **The impact of the 13-19 strategy in improving outcomes for young people is inadequate**

## **Recommendations**

The report, published in June 2008, sets out 16 recommendations for action. The Council is required to submit a response to these recommendations, through a post Joint Area Review Action Plan.

This Joint Area Review Action Plan has been developed in consultation with key partners and stakeholders.

### **For immediate action**

The Children and Young People's Strategic Partnership should:

1. ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area
2. review its provision and reprioritise action to reduce the number of vulnerable young people, including those with learning difficulties and/or disabilities, who are not in education, employment or training
3. develop a performance management system for school improvement which is fit for purpose
4. ensure that all looked after children have qualified social workers allocated to them
5. implement the Teenage Pregnancy National Support Team recommendations in order to improve the quality of data and analysis to inform action to reduce teenage pregnancies.

### **For action over the next six months**

The local partnership should:

6. develop a coordinated strategy and detailed action plans to coordinate and improve services for children and young people who have learning difficulties and/or disabilities
7. improve the evaluation of provision for children and young people who have learning difficulties and/or disabilities, and use this information to improve the progress they make

8. reduce the rate of offending by looked after young people and re-offending in the 13–18 age group
9. set clear and challenging targets at partnership, school and individual levels which will improve the educational progress and the attainment of young people between the ages of 11 and 16
10. establish a clear focus on value for money through strategic commissioning and service planning across the partnership
11. tackle problems of capacity through joint workforce planning and development
12. set challenging targets for service improvement across the partnership and establish a robust system of service management across the partnership
13. ensure the sufficient availability of specialist therapy service provision for children and young people with learning difficulties and/or disabilities
14. Increase the capacity of out-patient services in Child and Adolescent Mental Health Service.

**For action in the longer term**

The local partnership should:

15. improve health outcomes for young parents and children
16. Improve educational attainment by looked after children and young people.

**Action Plan****For immediate action**

**Recommendation 1: Ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area**

**Lead: Penny Hajek**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
1.1	Present the findings to the Young People's Council	End August 2008	P Vaughan	Young People's Council receive the findings any comments are fed back via Julie Foster
1.2	Present the findings to the Participation network for dissemination to children, young people and parents	End July	P Vaughan	Recorded in minutes of meeting and review participation action plan to include actions relating to Joint Area Review Action Plan

**Recommendation 2: Review its provision and reprioritise action to reduce the number of vulnerable young people, including those with learning difficulties and/or disabilities, who are not in education, employment or training**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
2.1	Coordinate preventative and re-engagement activities to meet Local Area Agreement Not in Education, Employment or Training targets	Nov 08-Jan 09 Nov 09-Jan 10 Nov 10-Jan 11	Rosemary Beard	<b>Nov-Jan 2008 8.4%</b> <b>Nov-Jan 2009 8.1%</b> <b>Nov-Jan 2010 7.7%</b>
2.2	<b>September Guarantee</b> Monitor the offer of learning to Year 11 and Year 12 and identify those at risk of not receiving learning offer, including those in vulnerable groups Big Match learning offer matching event	September 2008 September 3 2008	Bradley Iliffe Emma Southern	All Year 11 leavers and 17 year-olds on one year course receive suitable offer of learning At least 75% of attendees receive confirmed offer of learning.
2.3	<b>Knowing about/Applying for Provision</b> Ongoing development of Leicestershire Common Application Process (LeCAP) Increase the number of discrete courses for vulnerable groups and content from special schools within local Area Prospectus (CourseFinder).	January 2009 October 1 2008	Roz Smith Roz Smith	100% of Year 11 students use common, impartial application for post-16 learning process. Appropriate content within CourseFinder increases use of CourseFinder with vulnerable groups

Ref.	Actions	Due Date	Lead	Success criteria/milestones
2.4	<b>Raising Academic achievement</b> Transforming Leicester's Learning activities. <b>See also recommendation 9, esp 9.4, 12.9, 16</b>	To be Confirmed	David Kershaw	Outcome targets within Transforming Leicester's Learning plan met
2.5	<b>Inter-Authority</b> Research into need, barriers and current provision to inform future commissioning of services	To be Confirmed	Brigitte Boyce	Research reports available and used to inform future commissioning
2.6	<b>Referral Systems</b> Further development of early identification systems for vulnerable young people through Common Assessment Framework and systems for referring young people not exceeding Common Assessment Framework thresholds to Connexions	September 2008	Dan Gray	Updated Connexions referral criteria shared with schools, colleges and other relevant agencies ensuring more targeted support
	Further development of early leaver notification from colleges to include those at risk of leaving	September 2008	Colin Chinnock	Updated data sharing requirements available leading to reduction in leavers
2.7	<ul style="list-style-type: none"> <li><b>Expansion of opportunities</b></li> </ul> Activities in line with City Strategy development plan Promote apprenticeships to employers	April 2009	Barbara Chantrill	At least 100 guaranteed retail job interviews
		April 2009	Barbara Chantrill	350 apprenticeships advertised on Connexions website and 60



Ref.	Actions	Due Date	Lead	Success criteria/milestones
	<p>Development of Foundation Learning Tier pilot and Diploma offer</p> <p>European Social Fund consortia funding to develop a range of entry level progression opportunities for the Not in Education, Employment or Training group from September 2008 onwards</p>	<p>To be Confirmed</p> <p>September 2008- December 2010</p>	<p>David Carter</p> <p>Emma Southern</p>	<p>additional apprenticeships sourced</p> <p>As per action plan</p> <p>European Social Fund project action plan objectives met</p>
2.8	<p>• <b>Vulnerable groups</b></p> <p>Ongoing development of Learning difficulty or disability/vulnerable group forum</p> <p>See also recommendation 6</p> <p>Development of city-wide Connexions team focussing on vulnerable groups</p> <p>SEE also recommendation 8</p> <p>Re-structuring of Postive Activities for Young People to be more proactive; Leading a renewed commitment to teenagers facing disadvantage.</p>	<p>September 2008</p> <p>August 1 2008</p> <p>September 2008</p>	<p>Phil Pearson</p> <p>Dan Gray</p> <p>Emma Southern</p>	<p>Ongoing identification of need, service delivery methods and provision for Learning Difficulty or disability, including implications of changes to Section 140 assessments</p> <p>Ongoing identification of need, service delivery methods and provision for vulnerable groups</p> <p>Provision developed in line with City-wide Vulnerable groups.</p>

**Recommendation 3: <sup>1</sup>Develop a performance management system for school improvement which is fit for purpose**

**Lead: Richard Whitehouse**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
3.1	Development and launch of new school performance data capture and analysis system (DataNet) to deliver earlier and enhanced contextual reporting	18.8.08	Sue Welford	Foundation Stage, Key Stage 1, Key Stage 2, Key Stage 3 reports to headteachers, School Improvement Programmes, Local Authority, Department for Children, Schools and Families.
3.2	Development of DataNet to deliver prioritised contextual and current cohort reporting	31 December 08	Sue Welford	Local Authority systems deliver performance analysis data not available via Fischer Family Trust/Raise Online
3.3	Specification and delivery of DataNet and data interpretation training to key stakeholders and practitioners	Sept. to Dec 2008	Sue Welford	Data and training provided informs target setting cycle
3.4	Development of improved school-based pupil tracking system to inform target setting and intervention strategies.	December 2008	Sue Welford	Comparison and Analysis of Special Pupil Attainment introduced in all schools by Dec 08  Schools Information Management Systems Assessment Manager (7.0) in place in all maintained schools and access facilitated by bespoke

<sup>1</sup> All the actions under this recommendation are detailed within Transforming Leicester's Learning Action Plan.

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				development.
3.5	Confirm monthly line meetings between line managers and staff with clear targets		Service Director Learning Services	Line meetings held with notes kept Progress towards targets in terms of rates of working and contribution to school targets
3.6	Ensure interventions with schools are linked to clear milestones, success criteria and targets for pupil progress and attainment.	Sept 08	Service Director Learning	All intervention plans for targeted support schools include progress and attainment targets
3.7	Establish half-termly monitoring against milestones and termly evaluation of impact of interventions in targeted support schools	From Oct 08	Service Director Learning	Cycle of monitoring and evaluation in place Reduction of number of schools in Ofsted categories by Aug 09 Reduction in numbers of schools below floor targets to 0 by August 2009
3.8	Review the current school improvement policy to ensure that it is fit for purpose for providing the framework for performance management.	October 08	Service Director Learning	Cycle of schools improvement review clearly in place by October 2008. No schools in Ofsted categories by December 2009 Reduction in the number of hard to shift primary schools to 0.

**Recommendation 4: Ensure that all looked after children have qualified social workers allocated to them**

**Lead: Andy Smith**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
4.1	Child Care Service Managers and Head of Fieldwork to review the percentage of looked after children allocated to a qualified social worker on a monthly basis	Monthly leading up to 31.3.09	Peter McEntee	By 31.3.09 an increase in the proportion of looked after children allocated to a qualified social worker to the national average (95%).
4.2	Head of Fieldwork to provide the Service Director (Social Care & Safeguarding) with a copy of the report	Monthly leading up to 31.3.09	Peter McEntee	As above
4.3	Review the work of differently qualified staff across all fieldwork teams (i.e. those without a social work qualification) in light of the planned move of some looked after children from unqualified to qualified workers. This work will be carried out in the context of the review of fieldwork services being carried out in Social Care & Safeguarding over the next 9 months.	By 31.3.09	Peter McEntee	As above

**Recommendation 5: Implement the Teenage Pregnancy National Support Team recommendations in order to improve the quality of data and analysis to inform action to reduce teenage pregnancies.**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
5.1	Performance manage the action plan, monitor outcomes & make investment decisions leading into commissioning & governance	Teenage Pregnancy Action Plan 08 – 10 has been signed off by the Executive & Joint Planning & Advisory Board.	Paul Vaughan, Annette Hogarth	Monthly progress reports on local implementation
5.2	Commission investment to increase the capacity of teenage pregnancy data analysis to assist with planning, prioritising and commissioning	short-listing 19 <sup>th</sup> June Appointment made by August 08	Paul Vaughan, Liz Rodrigo & Helen Reeve, (Leicester City Primary Care Trust)	Improved data mechanisms and analysis to inform the targeting of interventions, commissioning & performance management
5.3	Increase capacity to support Sex and Relationship Education across the authority including schools, colleges, post 16 provision and all agencies working with young people and commission improvements in Sex and Relationship Education delivery to an agreed quality	2008-10	Paul Vaughan/ Service Director Learning/ Annette Hogarth	Comprehensive delivery of Sex and Relationship Education across the authority  improved commissioning arrangements for Personal, Social, Health Emotion Education/Sex and Relationship Education across the

	standard and specification.			<p>authority</p> <p>Improved leadership and awareness of the importance of Personal, Social, Health Emotion Education/Sex and Relationship Education and how by reducing teenage pregnancy rates helps to raise standards in schools</p> <p>Agreed quality standard and specification of Sex and Relationship Education</p>
5.4	Improve access to contraception & sexual health advice and services for young people through commissioning existing and expanding contraception and sexual health services for young people	2008-10	Paul Vaughan, Annette Hogarth	<p>Increased number of professionals accessing safer sex training over 2008-09 &amp; 2009-10</p> <p>increased number of condom &amp; pregnancy testing sites set up over 2008-09 &amp; 2009-10</p>

**For action over the next six months**

**Recommendation 6: Develop a coordinated strategy and detailed action plans to coordinate and improve services for children and young people who have learning difficulties and/or disabilities**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
	<b>Outcome 1. MORE CO ORDINATED SERVICES</b>			Consultations and amendments completed by July 2009.
6.1	<b>Meeting Individual Needs Refresh</b> <ul style="list-style-type: none"> <li>• Common Assessment Framework/Meeting Individual Needs</li> <li>• Documentation/Criteria</li> <li>• Funding/Resources/Special Educational Needs Management Reference Group</li> </ul>	Dec 08 Apr/Jul 09 Dec 08 Dec 08 Apr/Jul 09	Janis Warren	Outcomes of the changes provide a strategic framework which informs recommendations about the reconfiguration of provision and services to meet the needs of Leicester City more effectively.
6.2	<b>Integrated Service Hub rollout/Strategy for Change</b> <ul style="list-style-type: none"> <li>• Organisation of support services to serve Integrated Service Hub areas</li> <li>• Ensuring that Extended School Provision is fully inclusive</li> <li>• Integration of the development of specialist provision, including special schools, through the Strategy for Change programme</li> </ul>	Sept 11	Janis Warren	All services and schools are aligned with neighbourhood based coordinated approaches to meeting the needs of children and young people in Leicester.  All Children and young people are able to access local extended school provision

6.3	<p><b>Refocusing of Disabled Children’s Programme Board</b></p> <ul style="list-style-type: none"> <li>• Implementation of Aiming High for Disabled Children – 3 year programme</li> <li>• Creation of a Disabled Children’s Strategy that sets high standards for disability access as recommended in the Comprehensive Performance Assessment.</li> </ul>	pt 08 onwards	Janis Warren	<p>Evidence from self evaluation and data analysis that services for children and young people with Special Educational Needs/Learning Difficulty or Disability are valued by parents / carers and the wider community.</p> <p>e.g. NI54 (details available)</p>
6.4	<p><b>Strengthening the Transitions process through Transitions working group activities</b></p> <ul style="list-style-type: none"> <li>• Further development of Person Centred Planning</li> <li>• Strengthening links with Adult Services through Transition pathway</li> <li>• Developing the role of Transition Broker</li> </ul>	Sept 08 onwards	Janis Warren	<p>Reviews completed on time and recommendations supported by senior officers and elected members.</p> <p>Clear overview of transition plans by Connexions workers</p>
6.5	<p><b>Roll out of Early Support Programme in Children’s Centres</b></p>	July 09	Janis Warren	<p>Every family who request early support plans are recorded as having one provided. Feedback from families is that co ordination is seamless.</p>
<p><b><i>Outcome 2 – IMPROVING AND DEVELOPING PROVISION FOR PUPILS WITH SPECIAL EDUCATIONAL NEEDS/LEARNING DIFFICULTY OR DISABILITY</i></b></p>				
6.6	<p><b>Implementation of Autistic Spectrum Disorder Review</b></p>	ongoing	Janis	<p>A reduction in the number of out of</p>



			Warren	<p>City placements for children and young people with Autistic Spectrum Disorder.</p> <p>Improved provision for pupils with Autistic Spectrum Disorder in Leicester City</p>
6.7	<b>Review of provision for children with speech and language and communication needs</b>	Dec 09	Janis Warren/ Janet Harrison	<p>Strategic plan for the pattern of provision for pupils with Speech and Language problems in Leicester City.</p> <p>Increased capacity of school workforce to meet the needs of these pupils.</p> <p>Reduction in the number of pupils referred to Speech &amp; Language therapists for individual input.</p> <p>Increase clarity around resource allocation of speech and language therapy services across the city for children across key stages 1 – 4 (within mainstream and special school provision).</p>
6.8	<b>Implement Individual Development Plan rollout – 3 year programme – Autistic Spectrum Disorder/Speech &amp; Language/Dyslexia/General Learning Difficulties/Behaviour, Emotional and Social Difficulties for all</b>	ongoing	Janis Warren	<p>A reduction in the number of statements of Special Educational Needs (5% per year) and evidence from data analysis of improved</p>

	mainstream schools			outcomes for children
6.9	<b>Meeting Individual Needs Refresh Training and Communication Group</b> – developing a coherent training programme to support Special Educational Needs/ Learning difficulty or disability/Learning Difficulty developments locally and nationally	ongoing	Janis Warren	Workforce capacity developed to meet the needs of a wider range of pupils. A reduction in the number of statements of Special Educational Needs (5% per year) and evidence from data analysis of improved outcomes for children
6.10	<b>Implement Targeted Mental Health Pathfinder pilot and mainstream in 3 years</b>	2011	Janis Warren	NI51 Improving Children’s Emotional Resilience and Well Being outcomes (available)  Links to Child and Adolescent Mental Health Service Strategy success criteria (available)
6.11	<b>Implementation of Behaviour Support Strategy</b> <ul style="list-style-type: none"> <li>• Further development of provision within Leicester City (SBSS/Special Schools)</li> <li>• Development of Individual Learning Programmes for high challenging pupils to enable them to remain in the City.</li> </ul>	ongoing	John Broadhead, Janis Warren	Workforce capacity developed to meet the needs of a wider range of pupils. A reduction in the number of statements of Special Educational Needs (5% per year) and evidence from data analysis of improved outcomes for children

**Recommendation 7: Improve the evaluation of provision for children and young people who have learning difficulties and/or disabilities, and use this information to improve the progress they make**

**Lead: Penny Hajek**

Ref.	ACTIONS/OUTCOME	Due Date	Lead	Success criteria/milestones
7.1	<p><b>Meeting Individual Needs Refresh Data group action plan</b></p> <ul style="list-style-type: none"> <li>• Introduce Comparison and Analysis of Special Pupil Attainment data and monitoring system to special schools and mainstream schools (for young people with Learning Difficulty or Disability to enable 'p' scale analysis and tracking of progress)</li> <li>• Ann Berger information on what constitutes good progress for pupils with Special Educational Needs/ Learning Difficulty or Disability</li> <li>• Moderation at local level – analysis of mediating circumstances in a child's life Every Child Matters linked</li> </ul>	<p>Sept 08</p> <p>Jul 09</p> <p>Sept 09</p> <p>Jul 08</p>	Janis Warren	<p>All schools to have robust and informative data about pupils with a range of Special Educational Needs / Learning Difficulty or Disability that is accessible to the Local Authority to inform monitoring and evaluation of outcomes for young people in Leicester City.</p> <p>Evidence that strategic planning and delivery of services has improved and been informed by the analysis of this data, in conjunction with other data sources, research and a rigorous consultation programme.</p>
7.2	<p><b>Further monitoring and evaluation of Independent Special Schools</b></p> <ul style="list-style-type: none"> <li>• Form B visits through regional protocol</li> <li>• Strengthening Educational Psychology links and recording/evaluation system to city pupils in non</li> </ul>	Ongoing – July 09 review	Janis Warren	Evaluation details and success with individual pupils catalogued. Value for money exercise conducted

	maintained special schools			
7.3	<ul style="list-style-type: none"> <li><b>Tracking of pupils on Individual Learning Packages to establish success of programme.</b></li> </ul>	Review of pupils Dec 09	Janis Warren	<p>Reduction in number of pupils placed outside of the City for Behaviour, Emotional and Social Difficulties placements.</p> <p>Annual reviews document that pupil needs are satisfactorily met</p> <p>Parent satisfaction survey conducted 90% of parents happy with provision.</p>
7.4	<p><b>Revision of current Special Educational Needs Monitoring and Evaluating Special Educational Needs Provision in mainstream schools system</b></p> <ul style="list-style-type: none"> <li>Extend to special schools and dovetail with Audit Commission self evaluation tool.</li> </ul>	Dec 09	Janis Warren	<p>Audit system amended by September 2008 and trialled in schools by December 2008.</p> <p>Evidence that strategic planning and delivery of services has improved and been informed by the analysis of this revised programme, in conjunction with other data sources, research and rigorous consultation.</p>
7.5	<p><b>Improved provision and access to social and extended school activities for Children and Young People with Special Educational Needs/Learning Difficulty or Disability</b></p> <ul style="list-style-type: none"> <li>Collect baseline data through current consultation</li> </ul>	April 09	Janis Warren	Records/database indicates that Children and Young People with Special Educational Needs/Learning Difficulty or Disability are accessing a wider

	<p>process for short breaks</p> <ul style="list-style-type: none"><li>• Analysis of data to plan further opportunities in this area.</li></ul>			<p>range of social activities</p> <p>Parent/carer questionnaire indicates 90% satisfaction with provision</p>
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**Recommendation 8: Reduce the rate of offending by looked after young people and re-offending in the 13–18 age group**

**Lead: David Thrussell**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
8.1	<p>Reducing youth re- offending (NI 19) will be a priority in the Local Area Agreement and progress monitored through the Safer Leicester Partnership and Reducing Re-offending Working Group.</p> <p>Youth Offending Service, Police and partners to continue to reduce first time entrants (a shared Police Assessments and Policing of Community Safety target) monitored by Local Criminal Justice Board.</p> <p>Police piloting of Flanagan proposals to promote ‘common sense approach’ in respect of arrests of young people.</p>	31.3.09	David Thrussell	<p>A sustained reduction in the number of young people including Looked After Children who are first time entrants and Looked After Children recorded re-offending.</p> <p>Performance will be monitored by Youth Offending Service through NI 19 (Youth re-offending rates) and NI 111 (First time entrants).</p>
8.2	<p>Implement Care Matters Action Plan (which includes plans to address Looked After Children offending), in relation to looked after children.</p>	30.12.08	Lorraine White	<p>A continued reduction in the number of looked after children offending in the city as highlighted by the Outcome Indicators for Looked After Children statutory return and improved outcomes in other areas – e.g. Education, Employment and Training</p>
8.3	<p>Extend the reparative justice scheme for first time offenders across the children’s homes and pilot the</p>	31.3.09	Lorraine	<p>Reduction in the number of first time Looked After Children to the criminal</p>

	<p>scheme in the fostering services.</p> <p>Extend training on reparative justice scheme to schools.</p>		White	<p>justice system and evidence from Looked After Children reviews that young people are engaged in positive activities and taking responsibility for their actions.</p>
8.4	<p>Joint Youth Offending Service/Child Care Liaison group to consider areas with lower Looked After Children Offending rates and opportunities for shared best practice to be applied.</p>	31.3.09	Lorraine White/ David Thrussell	<p>Continued opportunities for joint work and training for staff, with a focus on improving outcomes and opportunities for young people.</p>
8.5	<p>Youth Offending Service Manager to develop joint protocol specifically for Looked After Children and Offending in consultation with County Youth Offending Service.</p>	31.03.09	David Thrussell	<p>Systematic reduction in Looked After Children and Offending to maintain a downward trend.</p>
8.6	<p>Youth Offending Service Manager to conduct detailed analysis of Looked After Children Offending cohort characteristics and report findings back to Children and Young People's Services and Corporate Parenting Forum.</p>	30.12.08	David Thrussell	<p>Clearer identification of local risk factors for Looked After Children and Offending and removal of any identified barriers to prevent offending.</p>

**Recommendation 9: Set clear and challenging targets at partnership, school and individual levels which will improve the educational progress and the attainment of young people between the ages of 11 and 16**

**Lead: Richard Whitehouse**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
9.1	<p>Establish secure pupil level database to record and track progress through Key Stage 3 and 4 (Part of Transforming Leicester's Learning plan)</p> <p>Development and use of Schools Information Management Systems assessment manager (7.0) and enhanced reporting via DataNet to inform Key Stage 3 &amp; Key Stage 4 resource allocation, target setting and intervention strategies.</p>	<p>31.10.08</p> <p>Jan 09; April 09</p> <p>Jan 09</p> <p>Jan 010; April 010</p> <p>Jan 09</p>	S Welford	<p>Database operational by 31 October 2008</p> <p>Tracking shows pupils' progress towards targets for Key Stage 4 January 2009; April 2009</p> <p>School intervention plans in place for students off-track January 2009</p> <p>Tracking shows pupils' progress towards targets Key Stage 3 and Key Stage 4 January 2010: April 2010</p> <p>School intervention plans on place for pupils off-track January 2009</p>
9.2	School Improvement Programme agreed targets for each secondary school, based on individual pupil level data, will be set at level of at least Fischer Family Trust D unless evidenced by the School Improvement Programme	December 2008	Head of Service 11-19	All Key Stage 4 targets set at least at Fischer Family Trust D unless agreed by School Improvement Programme
9.3	Secondary school targets will be higher than previous year's achievement and above Fischer Family Trust D	December 2008	Head of Service 11-	<u>Key Stage 3 L5+ English and mathematics</u>



			19	<p>2008: 64%</p> <p>2009: 69%</p> <p>2010: provisional 71%</p> <p><u>General Certificate of Secondary Education 5A*-C inc English and mathematics</u></p> <p>2008: 42%</p> <p>2009: 48%</p> <p>2010: provisional 51%</p> <p><u>Pupils making two levels of progress in English at Key Stage 4</u></p> <p>2008 60%</p> <p>2009 62%</p> <p><u>Pupils making two levels of progress in Maths at Key Stage 4</u></p> <p>2008 28%</p> <p>2009 33%</p>
9.4	The proportion of young people not continuing in education and training at 16 will decline to meet Local Area Agreement Not in Education, Employment or Training targets (see Recommendation 2.1)	<p>Nov 08- Jan 09</p> <p>Nov 09- Jan 10</p> <p>Nov 10- Jan 11</p>	Rosemary Beard	<p>Not in Education, Employment or Training targets ( 3 month average)</p> <p>Nov-Jan 2008 8.4%</p> <p>Nov-Jan 2009 8.1%</p> <p>Nov-Jan 2010 7.7%</p>

9.5	Implementation of the National Challenge plan to ensure robust targets are set in all National Challenge schools and strategies and support are in place and monitored to ensure targets are met.	08-011	Head of Service 11-19	<p>No Local Authority school under 30% 5A*-C including English and mathematics 2011.</p> <p>4 Local Authority schools August 2008</p> <p>2 Local Authority schools August 2009</p> <p>1 Local Authority school August 2010</p> <p>0 Local Authority school August 2011</p>
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**Recommendation 10: Establish a clear focus on value for money through strategic commissioning and service planning across the partnership**

**Lead: Trevor Pringle**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
10.1	Review Children and Young People Plan and deliver Annual Performance Assessment self assessment	June 2008	Denise Steadman	Review sign up. Self evaluation grades sent to Office for Standards in Education, Children's Services and Skills Delivery plans reflect improvement priorities
10.2	Develop and agree an overall strategy and plan to improve Strategic Commissioning in Children and Young People services and in line with Comprehensive Performance Assessment recommendations.	October 08	Denise Steadman	Strategy and Plan Agreed and being delivered
10.3	Further develop roles and responsibilities across Children and Young People department and partners in relation to who does what and when.	December 08	Denise Steadman	Improved decision making Improved service development
10.4	Establish clear roles and responsibility within the Strategic Commissioning Unit and ensure Strategic Commissioning Unit team equipped to deliver this.	February 09	Denise Steadman	Team established and available to Senior Management Team and Leicester Children and Young People's Strategic Partnership
10.5	Set up systems to improve ongoing and more detailed supply and needs mapping across the partnership	November 08	Denise Steadman	Systems operate across Partnership and inform planning. Clear statistical gap analysis produced to inform commissioning

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				plan and activity
10.6	Developing and agreeing a definition of Value for Money across the partnership and establish a baseline position in respect of Value for Money by analysing cost and quality information across all service areas	December 08	Colin Sharpe, Denise Steadman	System developed or enhanced to capture all costs and existing quality information for all services Reports being produced Analysis fed into Commissioning Plan
10.7	Develop and agree a commissioning strategy which sets out how what and when changes will occur and sets Value for Money savings targets.	November 08	Denise Steadman, Colin Sharpe	Agreed by Leicester Children and Young People's Strategic Partnership Changes occurring Savings being achieved New core remodelled services emerging
10.8	Undertake workforce and market development	Ongoing	Gill Stacey, Denise Steadman	Development of local market place and long term delivery relationships.
10.9	Monitor and evaluate, in partnership with providers, the impact of commissioned services on desired outcomes	ongoing	Denise Steadman	Partners acknowledge engagement in evaluation process and improve understanding of client needs and service impact
10.10	Evaluate (quarterly and annually) the adequacy of current commissioning and provider arrangements to secure desired outcomes.	ongoing	Denise Steadman	Commissioning outcomes inform performance management processes detailed at Recommendation 12 below.

**Recommendation 11: Tackle problems of capacity through joint workforce planning and development****Lead: Trevor Pringle**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
11.1	Development of Leicester Children and Young People's Strategic Partnership workforce strategy inline with the completion of the corporate Human Resource review as outlined in the Comprehensive Performance Assessment recommendations.	<b>December 2008</b>	Gill Stacey	Strategy agreed by Leicester Children and Young People's Strategic Partnership
11.2	Completion of Leicester Children and Young People's Strategic Partnership children's' workforce audits and School Workforce census	<b>January 2009</b>	Gill Stacey	Agreement upon minimum data set requirements  Gap and need analysis published that informs strategic objectives and development programmes
11.3	Development of targeted recruitment and retention strategies, including developing a more strategic and focused approach to addressing imbalances in the workforce, as outlined in the Comprehensive Performance Assessment recommendations.	<b>December 2008</b>	Gill Stacey, Jasbir Mann	Reduction in key vacancy areas Reduction in workforce turnover ratios Introduction of Corporate Apprenticeship Scheme
11.4	Implementation of consistent induction standards	<b>Social care workforce – April 2009</b>	Gill Stacey	Induction programme matches Children's Workforce Development Council requirements

11.5	Promotion of workforce competencies to support leadership and management initiatives within the Leicester Children and Young People's Strategic Partnership workforce strategy.	<b>From December 2008</b>	Gill Stacey	Leicester Children and Young People's Strategic Partnership.
11.6	Promotion of school workforce competencies to support leadership and management initiatives within Transforming Leicester's learning Action Plan.	<b>Ongoing</b>	Jasbir Mann	Transforming Leicester's Learning delivery targets met
11.7	Promotion of children's services workforce competencies to support integrated service delivery and locality working	<b>Self assessment – End October</b>  <b>Action plan – end December 2008</b>	Gill Stacey	Children's Workforce Development Council and Training and Development Agency plan performance targets met.
11.8	Implementation of national workforce requirements	<b>Ongoing</b>	Gill Stacey	Common Core competencies embedded within induction systems Teachers National Agreements met Well Being training delivered to schools Workforce Strategy Partners Programme to support third sector operational.

**Recommendation 12: Set challenging targets for service improvement across the partnership and establish a robust system of service management across the partnership**

**Lead: Andrew Bunyan**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
12.1	Annual Review of Children and Young People's Plan, Annual Performance Assessment dataset and Government Office for East Midlands evaluation.	June 08	Denise Steadman	Priorities identified and agreed by Director of Children's Services and Leicester Children and Young People's Strategic Partnership
12.2	Strategic Priorities identified in the Local Area Agreement along with targets for improvement	June 08	Denise Steadman	Stretch targets that reflect desired outcomes agreed with Government Office for East Midlands and Leicester Children and Young People's Strategic Partnership.
12.3	Development of service delivery plans and commissioning arrangements with clear accountabilities and impact outcomes, including outcomes for diverse groups as outlined in the Comprehensive Performance Assessment recommendations.	October 08	Denise Steadman	Plan Key Success Factors reflect desired outcomes and have clear review points and mechanisms.
12.4	Determination of agreed data sharing protocols and quality standards	Dec 08	Sue Welford	Data captured as required schedule
12.5	Complete review of Performance Systems to include enhanced links to finance reporting systems, as outlined in the Comprehensive Performance Assessment recommendations.	October 08	Denise Steadman, Colin Sharpe	Performance Information accurate and complete and fully integrated into P+ systems Information triggering changes to

				action plans as appropriate Improvement targets being achieved
12.6	Quarterly production of single performance management indicator data report assessing impact	From October 08	Denise Steadman	Report covers all agreed Every Child Matters themes and associated indicators
12.7	Quarterly overview and scrutiny by Children and Young People's Services Department Management Team and Cabinet Lead	ongoing	Directorate Management Team	Variances identified and corrective action initiated.
12.8	Quarterly overview and scrutiny by Leicester Children and Young People's Strategic Partnership and Joint Commissioning Board	ongoing	Andrew Bunyan, Penny Hajek	Variances identified and corrective action initiated.
12.9	Quarterly overview and scrutiny by Transforming Leicester's Learning Overview Board and Council Overview Scrutiny Management Board	ongoing	David Kershaw	Outcome targets within Transforming Leicester's Learning plan met.
12.10	Overview and scrutiny by Teenage Pregnancy Board	ongoing	Penny Hajek	Outcome targets within Teenage Pregnancy plan met.
12.11	Overview and scrutiny by Leicester Partnership (all themes)	ongoing	Andrew Bunyan	Leicester Children and Young People's Strategic Partnership outcomes contribute to One Leicester Theme Service delivery plans
12.12	Leicester Partnership and Leicester Children and Young People's Strategic Partnership publish impact analysis in public media.	ongoing	Denise Steadman	Publication of outcomes/ increased stakeholder participation



**Recommendation 13: Ensure the sufficient availability of specialist therapy service provision for children and young people with learning difficulties and/or disabilities**

**Lead: Penny Hajek**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
13.1	<b>Review of provision for children with speech and language and communication needs</b>	Dec 09	Janis Warren, Janet Harrison (Primary Care Trust)	<p>Strategic plan for the pattern of provision for pupils with Speech and Language problems in Leicester City.</p> <p>Increased capacity of school workforce to meet the needs of these pupils.</p> <p>Reduction in the number of pupils referred to Speech &amp; Language therapists for individual input.</p> <p>Increase clarity around resource allocation of speech and language therapy services across the city for children across key stages 1 – 4 (within mainstream and special school provision).</p>

**Recommendation 14: Increase the capacity of out-patient services in Child and Adolescent Mental Health Service.**

**Lead: Andy Smith**

<b>Ref.</b>	<b>Actions</b>	<b>Due Date</b>	<b>Lead</b>	<b>Success criteria/milestones</b>
14.1	The Primary Care Trust has already identified additional resources for all community teams in Leicester, which will directly increase the capacity of outpatient services for children and young people in the city.	Immediate	Lorraine White	4 key performance indicators in relation to Child and Adolescent Mental Health Service.
14.2	The Local Authority will undertake Child and Adolescent Mental Health Service evaluation framework exercise, which will further measure whether or not capacity has increased.	November 2008	Lorraine White	Completion of the statutory evaluation framework process.  Capacity increased – performance will be closely monitored by the Child and Adolescent Mental Health Service Commissioning and Performance Group

**For action in the longer term**

**Recommendation 15: Improve health outcomes for young parents and children**

**Lead: Penny Hajek**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
15.1	Complete the local self assessment on the next steps for young parents and implement the actions for improvement	July 2008	Paul Vaughan, Annette Hogarth (Primary Care Trust)	local self assessment completed and priorities & actions identified for all local stakeholders  Teenage Pregnancy action plan 2008-10 implemented by the Joint Planning and Advisory Board
15.2	Sustain the good support services for young parents and parents to be including the Parenting Information & Pregnancy Support (PIPS) Service. Implement recommendations from the recent Parenting Information and Pregnancy Support service review	April 2008 – March 2009	Paul Vaughan, Annette Hogarth (Primary Care Trust)	increased level of support provided to young parents and parents to be  Teenage Pregnancy action plan 2008-10 implemented by the Joint Planning and Advisory Board
15.3	Provide housing-related support to young mothers and fathers and parents to be	April 2008 – March 2010	Paul Vaughan, Annette Hogarth (Primary Care Trust)	increased level of housing related support  Teenage Pregnancy action plan 2008-10 implemented by the Joint Planning and Advisory Board
15.4	Provide dedicated antenatal and postnatal support for pregnant young women and young parents through University Hospitals Leicester and Children's Centres	April 2008 – March 2010	Jane Porter (University Hospitals)	early bookings reduced risks better health outcomes for mother

			Leicester), Mel Meggs	and child
15.5	Increase breastfeeding rates for young mothers under-19	April 2008 – March 2010	Jane Porter (University Hospitals Leicester), Anne-Maria Olphert (Primary Care Trust), Mel Meggs	Breast feeding increases in line with targets (Children and Young People's Plan Delivery Plans)

## Recommendation 16: Improve educational attainment by looked after children and young people.

**Lead: Andy Smith, Richard Whitehouse**

Ref.	Actions	Due Date	Lead	Success criteria/milestones
16.1	Individual Half termly Monitoring and tracking of key stage 4 students.	September 2009	Lorraine White	<p>Improve 5 General Certificate of Secondary Education @ A* - C (incl. English &amp; maths) by Looked After Children as measured in the Outcome Indicators for Looked After Children return in Sept 2009</p> <p>Milestones</p> <p>Training dates for carers, designated teachers published</p> <p>Directory of Information Communication Technology resources/websites</p> <p>Personal Education Allowance criteria/guidance published</p> <p>Data Net launch/training for targeted staff</p> <p>Way Ahead event dates</p> <p>Appointment of Way Ahead Coordinator</p>
16.2	Effective use of Leicester City Data Net drilling by Children and Young People's Services.			
16.3	Mentoring support offered to all year 11 students in city/county schools. Mentor funding available to students out of area.			
16.4	Training for designated teachers to focus on raising attainment of Looked After Children.			
16.5	Training for carers in supporting General Certificate of Secondary Education studies, including use of Information Communication Technology to support.			
16.6	Maximise use of Information Communication Technology to support out of hours learning in foster and residential homes.			
16.7	Way Ahead activities to raise aspirations.			
16.8	Personal Education Plans and school planning meetings are used to identify those students in need of extra support.			
16.9	Targeted English and maths referrals to short course homework club.	September		

16.10	Education of Looked After Children strategic group to track progress on the cohort and impact of additional support being delivered.	2009		
16.11	Clear criteria and monitoring of Personal Education Allowance use to improve attainments.		Lorraine White	<p>Reduction in the number of instances of fixed term exclusions for all Looked After Children, particularly in Year 11</p> <p>Reduction in the proportion of Looked After Children missing 25 days or more as measured in the Outcome Indicators for Looked After Children return in Sept 2009</p> <p>Milestones</p> <p>Advisory Centre for Education training/seminar held</p> <p>Target 25 report published</p>
16.12	Target 25 Management Group will continue to monitor and plan for improvements for children not receiving 25 hours.			
16.13	Education of Looked After Children strategic group to track progress on attendance and exclusions			
16.14	Raising the Achievement of Looked After Children team continues to closely monitor attendance and offer support to prevent exclusions			
16.15	Report available to School Improvement Programmes to identify and discuss attendance/exclusion of Looked After Children in city secondary schools.			
16.16	1 day Advisory Centre for Education Attendance /Exclusion training/seminar for social workers, foster carers and other agencies.			
16.17	Monthly fixed term exclusion report circulated.			
16.18	Holidays during term time require agreement of service manager, Raising the Achievement of Looked After Children and school.			
16.19	Ensure Day 1 provision is available for all fixed term exclusions			

16.20	Continue social worker notification of attendance below 90%			
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