

Leicester
City Council

WARDS AFFECTED
All Wards (Corporate Issue)

Cabinet
Social Services and Personal Health Scrutiny Committee

24th November 2003
20th November 2003

**ESTABLISHING A CHILDREN'S TRUST PATHFINDER IN LEICESTER – A FEDERAL
APPROACH TO PROVISION FOR VULNERABLE CHILDREN, YOUNG PEOPLE AND
FAMILIES**

Report of the Children's Federation Project Director

1. Purpose of Report

1.1 To inform Cabinet about the progress of Leicester's Children's Trust pathfinder, The Leicester Federation of Children's Services.

2. Summary

2.1 This report:

- a) sets out the statement of strategic intent for the Children's Federation, describing the ways in which it will benefit children, young people and families in Leicester.
- b) outlines how it is planned to create the Children's Federation, and includes the initial Project Execution Plan which conforms to the corporate standard.
- c) introduces some of the key issues relating to the programme of organisational development aimed at changing the cultures of the agencies involved, and the related communication strategy.

3. Recommendations

A. That Cabinet:

- (i) agree this report including:
 - the statement of strategic intent
 - that the Federation acts as strategic commissioner for services agreed by the agencies
 - that there will be joint planning arrangements which support this
 - that in the first instance, service provision is provided by the signatory agencies
 - the initial priority work streams
 - the project management arrangements
 - the initial project execution plan
 - the initial communication strategy
 - an approach to cultural change across the partner agencies
- (ii) agree to secure Cabinet leads for the project and the Federation

- (iii) note the requirement to secure NRF funding in 2004-2006 to cover project management infrastructure
- (iv) note the current lack of adequate infrastructure resources
- (v) agree the Governance recommendation.

B. That the Scrutiny Committee consider the detail of this report and agree comments for Cabinet.

4. Financial and legal Implications

- 4.1 The pathfinder arrangements include funding of £60 - 100k per annum, which will be used to support the project management of the development of the Federation. However, it should be noted that this does not allow for the development of an adequate project management infrastructure.
- 4.2 An application has been made for NRF funding of £261,300 in 2004/5 and £271,100 in 2005/06 for the infrastructure of the Federation. This funding is for project management of the development of the Federation, and by the end of this funding period the Federation will be fully established, and these infrastructure costs will no longer be required. It is clear that this will be a high priority for all agencies. (Colin Sharpe, Head of Finance, Social Care & Health, tel 252 8800).
- 4.3 The creation of the Children's Federation may lead to an application under Section 31 of the Health Act 1999 for the necessary flexibilities in the relationships between the Council and the NHS. Any pooling of budgets will not undermine the discharge of the agencies statutory duties.
- 4.4 The creation of the Children's Federation requires detailed legal work but the specific issues that will need resolving cannot be identified until such time as the partners agree in more detail what functions and services the Federation will perform.

The exercise of local authority functions within the Federation, remain the responsibility of the Council's Executive with oversight by an Overview and Scrutiny Committee. Similarly other agencies' functions will be exercised under their governance arrangements. The co-ordination of the exercise of these various functions is likely to be facilitated through the Federation Management Board. The need for the partners to collaborate at Member level can be achieved by the creation of an Advisory Partners Board.

The operation of these Governance arrangements would need to be reviewed in the light of the Government's future proposals for the development of Children's Trusts foreshadowed in the Green Paper.

(Guy Goodman, Assistant Head of Legal Services - tel 252 7054).

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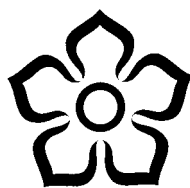
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DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	No
Executive or Council Decision	Executive (Cabinet)



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SUPPORTING INFORMATION

1. INTRODUCTION

- 1.1 Leicester submitted an application to become a pathfinder Children's Trust on the 31st of March 2003, followed by a presentation in London on the 8th of May 2003. Leicester was awarded pathfinder status on the 10th of July 2003. The publication of the Green Paper 'Every Child Matters' on the 8th of September has been taken into account in the drafting of this paper.
- 1.2 This report:
- 1.2.1 sets out the statement of strategic intent for the Children's Federation, describing the ways in which it will benefit children, young people and families in Leicester.
 - 1.2.2 outlines how it is planned to move forward to create the Children's Federation, and includes the initial Project Execution Plan which conforms to the corporate standard.
 - 1.2.3 introduces some of the key issues relating to the programme of organisational development aimed at changing the cultures of the agencies involved, and the communication strategy.

2. STATEMENT OF STRATEGIC INTENT

Raising Standards

- 2.1 Since the introduction of Children's Trusts was announced by the (then) Secretary of State for Health, the responsibility for the strategic planning and delivery of the majority of services to children and their families has passed to the Department for Education and Skills. A Minister for Children has been appointed and the former Children and Young People's Unit absorbed into a Directorate for Children and Families.
- 2.2 The raising of educational standards is recognised as one of the key priorities, both nationally and locally. The pursuit of performance targets places an imperative - and in some cases, a duty - on services to assist in the achievement of this objective. It is anticipated that the publication of the National Service Framework for Children, in the new year, will establish shared targets for Health colleagues that will further emphasise the prime importance of raising standards.

Collaborative Advantage

- 2.3 The Education Service is a universal service that in size and scope, offers unparalleled options for synergic working with other agencies to the greater benefit of children and young people. The Service also offers the benefits of established neighbourhood foci (via local schools and pre-school provision). The increased potential that this offers has been explored with consultancy support and the principle of Collaborative Advantage - the collaboration of agencies to achieve each others' aims - has been utilised in the early formation of the Federation under the Direction of a Shadow Board.
- 2.4 This principle will be applied to the pursuit of the aims and objectives of all agencies within the Federation.
- 2.5 The Federation can be described as 'virtual' because its creation does not involve the development of a new organisation - as has been the case with NHS trusts. Leicester's Children's Federation therefore, involves the creation of a collaborative group of agencies (a federation) both commissioning new joint arrangements and providing services for children and their families. It is these new enhanced partnership arrangements that will enable agencies to deliver improved outcomes for the children, young people and families of Leicester.

The Leicester Preventative Strategy

- 2.6 The requirement for all local authority areas to produce a preventative strategy was announced on the 6th of September 2002, and work began shortly thereafter on a strategy for Leicester. 'The aim of the preventative strategy is to promote positive outcomes and to prevent children and young people experiencing negative outcomes, both as children and young people, and later in their lives as adults. By addressing the risk factors that make children and young people vulnerable to negative outcomes, such as being excluded from school, running away from home or becoming involved in crime, the local preventative strategy will set the direction for services to reduce social exclusion'¹. The guidance goes on to suggest that prevention '...has been described as 'the promotion of child well-being by enabling children and young people to develop their full potential, and the promotion of family well-being by enabling parents/carers to

¹ Local Preventative Strategy – Interim Guidance for local authorities and other local agencies (statutory and non-statutory) providing services to children and young people February 2003 para 1.2 p3

meet the overall needs of their children and themselves' [Sinclair, Hearn and Pugh, 1996]².

- 2.7 The preventative strategy is the local summary strategy, which pulls together both national and local priorities and the guidance suggests the following key issues:
- 'Analysis of service gaps relating to children and young people at risk, based on a gathering of relevant data and information...;
 - Agreement of shared objectives and priorities, based on the analysis of service gaps
 - Identification of priority areas for improvement'³
- 2.8 The Preventative Strategy must take into account the views of pupils, parents and service users, community, staff and agencies, and must inform a commissioning strategy to deliver improved standards and to address any gaps that there may be in provision.
- 2.9 The Children's Federation creates a new structure which will assist in the ongoing development and delivery of the preventative strategy. Delivering the preventative strategy will assist all federated agencies to reach their goals and targets, and this will increasingly be the case as it is anticipated that the Government will introduce a reduced number of 'joint' performance targets and indicators.

Vulnerable Children

- 2.10 The Children's Federation will focus primarily upon 'vulnerable children'. "By 'vulnerable' we mean children whose life chances will be jeopardised unless action is taken to meet their needs better, and to reduce the risk of their social exclusion. Most children will not be 'vulnerable' throughout their whole childhood, but many will go through periods of vulnerability."⁴
- 2.11 The vulnerabilities that children experience are ever-changing, on both an individual and population basis, and this requires the Federation to work towards the improvement of universal services for all children, whilst targeting organisational development for vulnerable children's services. This distinction is complex, in that whilst the Federation is for all children and young people, the impact in the early years will be focussed on vulnerable children, through the development of both universal and targeted services for this group. This early focus on vulnerable children will then broaden as the Federation matures so that all services for children are drawn into its orbit, enabling it to fulfil the mission statement shown above.
- 2.12 'This group includes, for example, children who have experienced poor socialisation through inadequacies in family life and in some cases destructive social support systems or social networks, such as peer relationships which lead them into trouble. Others may be identified relatively early in their pre-school or school careers, may be

² ibid para 2.1 p4

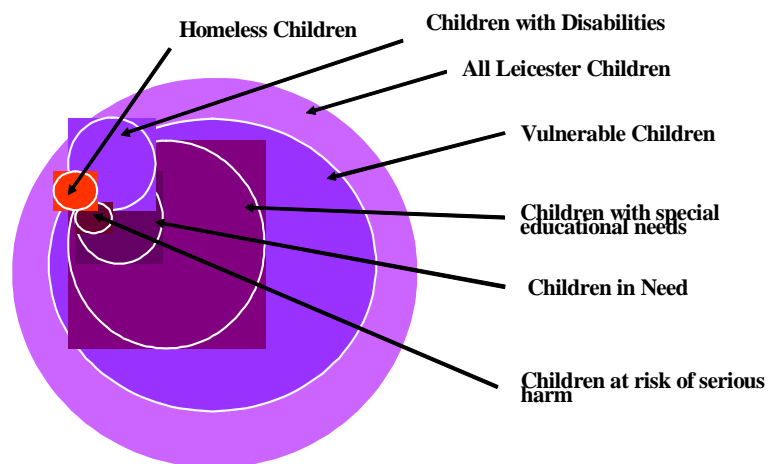
³ ibid para 1.3 p3

⁴ Draft guidance on Vulnerable Children's Services Plan May 2001

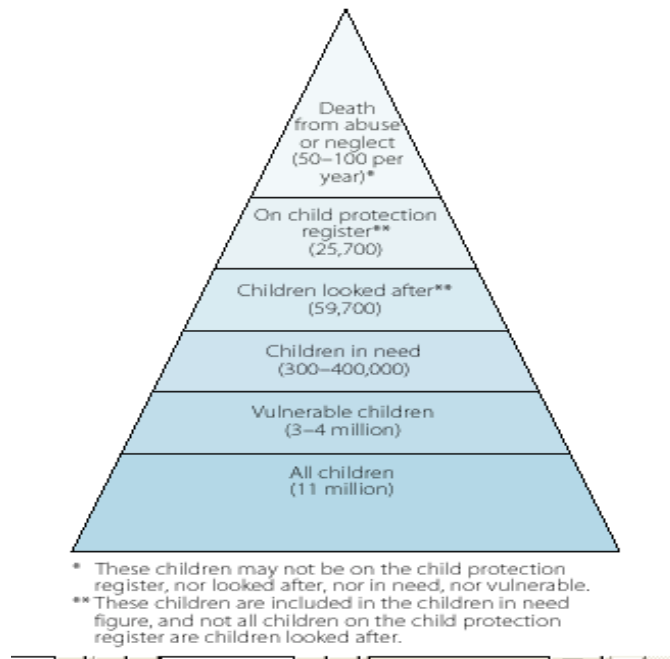
under-achieving at school, or may be children with special educational needs. Some children will be vulnerable because of an intrinsic disability or special health need which potentially limits their access to social and cultural activities, and their opportunities to develop the social skills required for daily life. The action needed may involve health visitors, school nurses, therapists, teachers and early years practitioners, education welfare services or educational psychologists, personal advisors/mentors, and family members, and sometimes, but not always, social workers. Vulnerability will also include children and young people at risk of offending, anti-social behaviour and at risk of becoming victims.⁵

2.13 The diagrams below illustrate the relationships between all children and the various sub-sets with differing educational, health and social care needs. The boundaries between the groups are permeable and thus children will move between the groups as their needs change.

WHICH CHILDREN DO WE SERVE?



⁵ Draft Leicester Preventative Strategy para 3.1.1 p7



Federation Mission Statement and the Green Paper *Every Child Matters*

2.14 The Green Paper entitled '*Every Child Matters*' was published on the 8th of September 2003, and its overarching purpose is to ensure that 'we properly protect children at risk within a framework of universal services which support every child to develop their full potential'.⁶

It recognises the fact that despite significant reductions in child poverty⁷, 'overall, this country is still one where life chances are unequal... (which)... damages... those children... and society as a whole'. The Leicester Children's Federation seeks both to improve social inclusion for all, and to reduce inequalities between various groups in Leicester.

2.15. The Children's Federation mission statement is: 'To ensure positive improvements in Social Inclusion for all of Leicester's children, young people and families'⁸. This overarching aim of promoting social inclusion through raising achievement and life outcomes for vulnerable children, young people and families, is consistent with those set out in *Every Child Matters*: 'The aim is to ensure that every child has the chance to fulfil their potential by protecting children's well-being and reducing the risk of educational failure, poor health, teenage pregnancy, abuse and neglect, or anti-social behaviour and crime among children and young people'⁹

2.16. Social Inclusion is at the heart of all government social policy as indicated by the recently launched national action plan¹⁰:

⁶ Every Child Matters p6

⁷ 500,000 fewer children living in households with relatively low income since 1997

⁸ The Preventative Strategy mission statement is very similar – 'To promote social inclusion for all of Leicester's children, young people and families'

⁹ Partial Regulatory Impact Assessment for Every child Matters p2

¹⁰ UK National Action Plan on Social Inclusion 2003-05, Dept of Work and Pensions p3

“Poverty and social exclusion are complex multidimensional problems. While household income clearly has an important impact on well being, there are many other efforts to transform the lives of those suffering from poverty. Housing, health, education and employment status may all have role to play. And people are influenced by what sort of neighbourhood they live in, and whether they feel safe from crime and anti-social behaviour.”¹¹

2.17. The mission statement recognises the value of children to this community, and empowers the Federation to deliver dramatic changes to the social fabric of Leicester. This envisages the Leicester of the future as a radically different place, where social exclusion can be seen to be diminishing year-on-year, where educational attainment and health inequalities are improving, where youth offending, anti-social behaviour and the number of young people who become victims is declining, and where community cohesion and cultural life are growing stronger and richer.

The National Service Framework

2.18. The NHS Plan sets out the targets for the NHS and its partners to modernise services and improve the health of the population. The forthcoming Children’s National Service Frameworks (NSF) -and components of each NSF -will be the drivers in delivering the Modernisation Agenda. The Federation will work in synergy with these drivers.

Principles - Universal

2.19. The draft Leicester Preventative Strategy sets out a range of governing principles with which to guide the development of services in Leicester, and these principles apply to all children:

- **SAFEGUARDING CHILDREN:** This is of paramount importance and is “Everyone’s business”¹².
- **ACCOUNTABILITY:** we will be clear about where accountability lies.
- **ACHIEVING FULL POTENTIAL:** from conception onwards through birth and throughout childhood all agencies will work to offer children and young people every opportunity to achieve their potential, particularly in terms of educational achievement.
- **SUPPORTING AND STRENGTHENING PARENTS AND FAMILIES:** The best way to support child development and prevent problems escalating is to build on parental and family strengths.
- **IMPROVING OUTCOMES:** children, young people, parents and families will be at the centre of our work.
- **LISTENING, RESPONDING, AND LEARNING:** We will talk with and listen to, all of those who use our services so that they can influence the shape of the services they receive, at both an individual and strategic level. Learning what works at a local level.
- **CONSISTENT AND COMPATIBLE ASSESSMENTS:** working towards seamless services.

¹¹ Ibid p4

¹²Slogan of the current Leicestershire, Leicester and Rutland ACPC awareness-raising campaign

- **INFORMATION SHARING:** working towards seamless services.
- **INTEGRATION:** we will promote the integration of services to achieve seamless services. Organisational change will only occur where this will demonstrably improve outcomes.
- **ACCESSIBILITY:** services accessible to all of Leicester's diverse communities
- **CULTURALLY APPROPRIATE SERVICES:** ensuring both mainstream and specialist services are in place.
- **LOCAL SERVICES:** a network of local services for all
- **EVIDENCE INFORMED PRACTICE:** all agencies will further develop the evidence base of their provision.

Principles – Vulnerable Children

2.20. The Federation has a major focus on vulnerable children and these principles are specific to them:

- **REDUCING INEQUALITIES:** Vulnerable children, by definition, experience unequal life chances in all sectors (Education, Health, etc), and reducing these inequalities will be a guiding principle.
- **LOOKING AFTER CHILDREN WELL:** looked after children are amongst the most vulnerable in society and are everyone's business.
- **TARGETED INVESTMENT:** We will prioritise our investment to serve those most in need.
- **LEARNING FROM EXPERIENCE:** Leicester has a long tradition of securing inward investment for targeted schemes aimed at improving the mainstream. The Federation will ensure that learning from these approaches is built into the strategic planning process.

Objectives

2.21. The Federation will deliver the key objectives of the partner agencies as shown below:

- **Raising Educational Standards** – supporting pupils and families, schools and communities to raise achievement levels
- **Improving Health** - Reducing Health Inequalities for vulnerable children, young people and families
- **Safeguarding children** from harmful experiences – reducing risks, protecting children and helping children and young people to protect themselves
- **Reducing Offending and Anti-social behaviour** – working together to divert young people from crime, and to support young victims
- **Improving prevention** – implementing the Local Preventative Strategy – 'upstreaming interventions' so that children and families receive the help they need at an earlier stage
- **Service integration** – increasing the degree of joined-up working at all levels leading to more responsive and seamless services
- **Increased Cultural sensitivity** - More culturally appropriate services for Leicester's BME population
- **Greater local responsiveness** – assessing need at a local level and providing services locally

Outcomes

2.22. During 2002, the Government consulted children, young people and families about the children's services that they wanted the government to provide. The five outcomes that mattered the most are set out in the Green Paper as a shared set of goals which children, families, agencies and communities should work towards. Set against them are the draft top local outcomes derived from the work of the Leicester Children's Strategic Partnership Preventative Strategy Sub-group¹³:

<u>Green Paper Outcome theme</u>	<u>Top Local Preventative Strategy Outcomes</u>
BEING HEALTHY: enjoying good physical and mental health and living a healthy lifestyle	Good attachments, emotional resilience, intelligence, healthy living
STAYING SAFE: being protected from harm and neglect and growing up able to look after themselves	Safeguarding children, Reducing childhood accidents in and out of the home, reducing young runaways and single homelessness aged 16+
ENJOYING AND ACHIEVING: getting the most out of life and developing skills for adulthood	Raising standards, Increasing basic skills acquisition pre-school, KS1, reducing school exclusions and truancy, 16-18 Not in Education, Employment or Training,
ECONOMIC WELL-BEING: overcoming socio-economic disadvantages to achieve their full potential in life	Reducing child poverty/LT unemployment in workless households, homelessness, reducing teenage pregnancies and lone parents living in poverty
MAKING A POSITIVE CONTRIBUTION: to the community and to society and not engaging in anti-social or offending behaviour	Reduced youth crime and young victims of crime, ASB, fire setting, increased community cohesion

2.23. The draft Preventative Strategy includes a comprehensive list of outcomes themed as above, and these can be seen in appendix 1.

The Federal Approach

2.24. In Leicester, the key agencies have agreed to adopt a federal approach to the development of a Children's Trust. In a federal approach, each of the separate partners has its own constitution and powers, but each also cedes certain powers to the Federation for the benefit of all.

2.25. In the Children's Federation, agencies will agree to place chosen services at the disposal of the Federation - either as part of the provision, subject to joint commissioning, or as provision subject to the joint planning arrangements. These arrangements will be strengthened by the development of S.31 flexibilities in due course, including pooled budgets. Any pooling of budgets will not undermine the discharge of the individual agencies' responsibilities.

¹³ The Leicester Preventative Strategy is nearing completion and will be widely circulated to all relevant stakeholders for comments.

2.26. These arrangements can be explained as follows:

- **Joint Planning:** Services for vulnerable children, including children with disabilities, will be subject to joint planning through the Leicester Children's Federation
- **Joint Commissioning:** Joint commissioning will take place for some services where both the local authority and PCTs agree a joint approach to both planning and purchasing services from the relevant provider.
- **Pooled Budgets:** pooled budgets will be established for some services, where both the local authority and PCTs place their budget in relation to a service into a Section 31 agreement.
- **Service Provision:** service provision will be from a number of providers. The Federation aims through joint planning to develop closer joint working arrangements from providers.

2.27. Services available to be strategically commissioned may be as follows:

- Elements of Children's services in Social Care and Health:
 - ✓ The Intensive Support Team
 - ✓ Family Centres
 - ✓ Family Aides
 - ✓ Specialist Childminding
 - ✓ Fostering
 - ✓ Kinship care
 - ✓ Residential care
 - ✓ Leaving Care (16+)
 - ✓ Duty and Assessment Services
 - ✓ Child care social work teams
 - ✓ Hospital social work team
 - ✓ Disabled Children's Team
 - ✓ Independent Child Protection Chairing and Looked After Review service
 - ✓ Children's Services Planning Unit including Diversity team, Family Group Meetings, Children's Rights service, Domestic Violence Substance Misuse posts
- Elements of Education and Lifelong Learning
 - ✓ Educational Welfare service
 - ✓ Educational Psychology
 - ✓ Special Educational Needs
 - ✓ Special Needs Teaching and Student Support service
 - ✓ Admissions and Exclusions
 - ✓ School Development service
 - ✓ Standards and Effectiveness
 - ✓ Voice of Young People project
 - ✓ Early Years and Childcare Development
 - ✓ The Youth Service
- The Children's Fund – contractual arrangement with the Council as lead agency
- Housing – Family Homelessness support services

2.28. As a 'virtual' Trust, the provision mentioned above will continue in the short to medium term, to be provided and managed by the relevant agencies.

2.29. Provision to be jointly planned:

- Services to Schools
- Primary Health care (Primary and Community Services)
- DAT, Drug and Alcohol Services (including pilot pooled budget)
- Sure Starts
- Tackling Teenage Pregnancy
- Youth Offending Team
- Elements of CAMHS
- Voluntary Sector
- ACPC
- Health Promotion
- Connexions

2.30. Secondary Care Services, Acute Health Services, CAMHS, Community Child Health will continue to be commissioned collaboratively across the 6 PCTs.

Priority Work streams for Integration through the Strategic Commissioning process

2.31. The submission identified a number of priority areas where modernisation and integration efforts will be concentrated in the short to medium term. These areas were chosen to respond to the Best Value Review of services for vulnerable children, the Green Paper, the Preventative Strategy, and the McPherson report, recognising local needs and the views of parents, children and young people. At the LFCS Shadow Management Board meeting of 26th of September 2003, it was decided that the broad range of priority workstreams should be further prioritised. The priorities are therefore grouped to demonstrate which areas will receive attention during the next 6-12 months, as the project management infrastructure is assembled.

2.32. The other priorities which were included in the submission to the government and the Shadow Management Board report of the 26th of September 2003, are to be found in appendix 2, and the forthcoming Leicester Preventative Strategy will enable these priorities to be considered further. Key elements of the framework which will be used to assess the priorities will be an assessment of the degree to which they contribute to effective prevention and to the delivery of each agencies statutory responsibilities and targets.

Immediate priorities

- Disabled Children: The strategic commissioning of a new service specification to deliver a new experience for children, young people, parents and carers, through a range of mutually complementary services based on person centred and needs based approaches. This will initially include specialist childminding, foster care, residential care, Disabled Children's Team, Occupational Therapists, brought together into a coherent group of services within the Federation, and including provision outside of the Federation in a virtual team. This includes work on transitions for disabled children.
- Family support: - the development of a 'hub-and-spoke' network of local family support services based around the repositioned family centres, children's centres, extended school(s), health and social care centres, community centres etc. This includes Under 8's services: Social care under 8's services, EYDCP, Children's centres, Sure starts, brought together to form a coherent whole, spanning provision both within the Federation and without.

- Information sharing: The Leicester, Leicestershire and Rutland IRT Information Sharing trailblazer is developing a district wide approach to information sharing, building on many other positive local advances in this area.

2.33. The modernisation and integration of the priority service areas will include consideration of co-location, the creation of multi-disciplinary teams, pooled budgets, and the use of S.31 of the Health Act 1999 to transfer responsibilities from Health to the local authority. The workforce reform agenda is vital to the achievement of the necessary staffing levels to deliver the sought after improvement in outcomes. It is envisaged that the development of multi-skilled para-professionals may create a pathway for more local people to enter the children’s workforce, whilst releasing the harder to recruit qualified professional groups to concentrate on tasks which require higher levels of skill. These projects will be managed beneath the umbrella of the Children’s Federation to achieve strategic and operational coherence.

2.34. The provision of these new services will be delegated to a lead provider, who will become responsible for the development of the provision, as well as its performance management.

Ongoing service Planning and Performance Management

2.35. Although partner agencies will have agreed to either Strategic Joint Commissioning or Planning, all provider agencies will still remain responsible for their own ongoing service development, the year on year improvements that are expected through most performance management frameworks. This will require the continuation of both planning and performance management functions within all agencies.

2.36. Where high level strategic plans are required to respond to existing performance management issues, or where (as the Green Paper predicts) a raft of performance indicators are developed which can only be delivered through partnership work, or where an assessment of partnership work is included in the performance judgement, then the issues must be included in the responsibilities ceded to the Federation.

Working Groups

2.37. The primary way of progressing the work will be through multi-agency working groups. Where possible, existing multi-agency groups with relevant roles will be approached to take on the project management of a Children’s Trust workstream. Each group will require strong facilitative leadership.

Outline Five-year plan

2.38. The development of the Federation will be phased so that it can realistically be delivered, as follow:

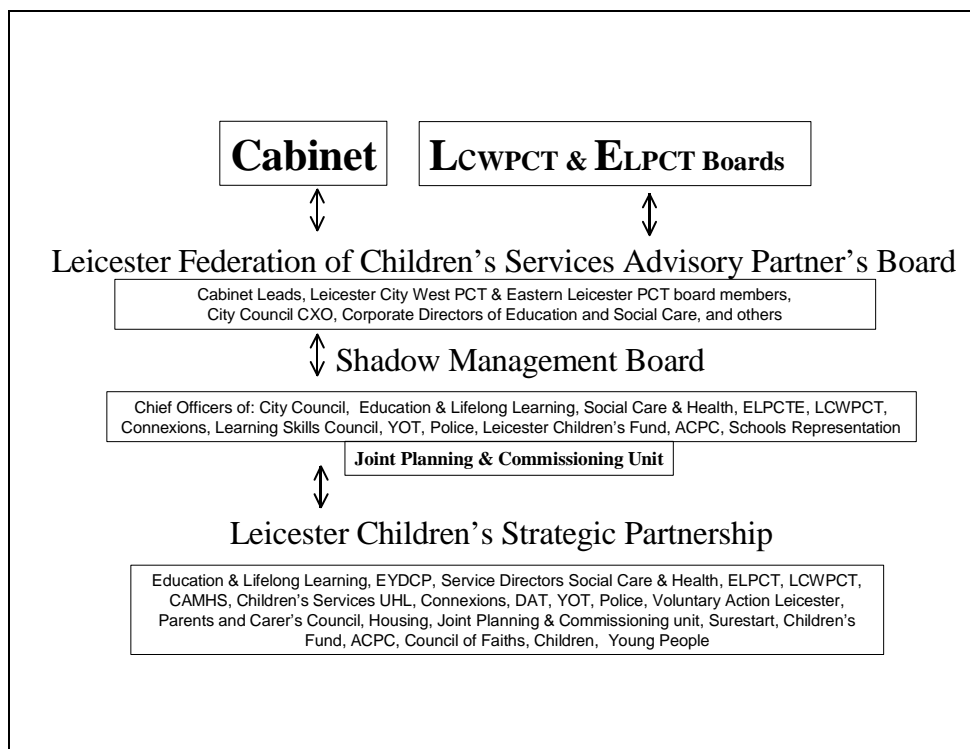
DEVELOPMENT AREA	03/04 YEAR 1	04/05 YEAR 2	05/06 YEAR 3	06/07 YEAR 4	07/08 YEAR 5
Project Management	Assembled for Commencement	Project Developed	Project hand over to		

DEVELOPMENT AREA	03/04 YEAR 1	04/05 YEAR 2	05/06 YEAR 3	06/07 YEAR 4	07/08 YEAR 5
Infrastructure	April 2004		successor arrangements		
Governance arrangements	Plan Shadow Board	Management Board	Revised governance arrangements		
Joint Planning	Review joint planning capacity and plan new unit	Joint Planning and Commissioning Unit established			
Immediate Priorities					
Disabled Children	Project planning	New Service Phase 1	New Service Phase 2	Review and evaluate phase 1	
Family Support incl family & children's centres, Children's Fund, voluntary sector	Family and Children's centre, Children's Fund developments	New Service Phase 1	Phase 2 Mainstream Children's Fund	Phase 3 incl Extended School in place	
Information Sharing	IRT technology in place and training underway	Staff trained and system beginning to function well	Planning for incorporation of Child Protection Register	Child Protection Register included	
Priorities					
Behaviour, exclusion and attendance	Review of potential synergies commenced and Behaviour Support for KS 3 & 4 in place	Implementation of synergy recommendations incl co-location etc	Phase 1	Phase 2	
Transitions including disabled children	Review of transitions activity	Development of Transitions strategy agreed across adults and children's services incl implementation plan	New protocols implemented	New services implemented	
Agency Placements	Protocol development	Protocol implemented and shadow budget	Section 31 Pooled budget	Review and evaluate	
Student and Pupil support	Review of potential synergies commenced and Behaviour Support for KS 3 & 4 in place	Implementation of synergy recommendations incl co-location etc	Phase 1	Phase 2	
13-19	Review provision for age group	Develop implementation plan	Phase 1	Phase 2	
Leaving Care	Planning underway	New Services in place			
Corporate Parenting	New Service in place				
CAMHS	Review CAMHS strategy	Revised Strategy agreed, pilot new service and	New Service & management arrangements		

DEVELOPMENT AREA	03/04 YEAR 1	04/05 YEAR 2	05/06 YEAR 3	06/07 YEAR 4	07/08 YEAR 5
		management arrangements	confirmed		
ACPC	Review relationship	Strengthen relationship	Shadow safeguarding Board	Safeguarding Board	
Diversity	Review agency approaches and develop strategy	Develop implementation plan and begin to implement			
Locality Approaches	Strategy development and early initiatives	Locality strategy and implementation plan completed alongside further initiatives	Strategy completed and rolling programme of activities in place		
Health Promotion	Strategy development and early initiatives including childhood obesity	Development of enhanced cross agency arrangements	Consideration of potential for virtual pooled budget		
Other Areas of Provision and Performance Management cycle	Plan prioritisation process/review cycle	Agree priorities for year 4	Plan service improvements	New Service	

Governance

2.39. The exercise of local authority functions within the Federation remain the responsibility of the Council's Executive with oversight by an Overview and Scrutiny Committee. Similarly other agencies' functions will be exercised under their governance arrangements. The co-ordination of the exercise of these various functions is likely to be facilitated through the Federation Management Board. The need for the partners to collaborate at Member level can be achieved by the creation of an Advisory Partners Board. The diagram below, taken from the submission has been amended to reflect this:



3.0 PROJECT EXECUTION PLAN

Project objectives and scope of works

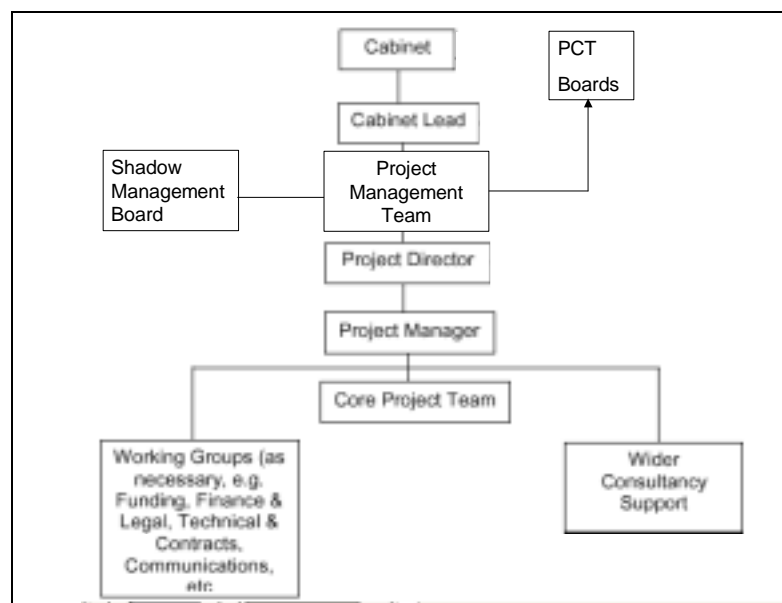
3.1 The objectives of the Federation are set out above and the objectives of the project to establish the Federation are as follows:

- a) To establish the project management infrastructure to deliver the Federation, including:
 - i. The Shadow Management Board of the Federation
 - ii. The Partners Advisory board
 - iii. The Cabinet arrangements
 - iv. The project board of the Federation
 - v. Securing adequate funding of the project management team (paid officer group)
 - vi. Establishing the project management team and virtual project management team (multi-agency policy staff support group)
 - vii. The network of multi-agency work groups required to progress the specific service area initiatives, and other work streams
- b) To establish the legal relationship between the agencies to underpin the Federation, including the establishment of any section 31 agreements.
- c) To inform relevant stakeholders in a timely fashion
- d) To consult relevant stakeholders
- e) To establish some/most/all of the new joint arrangements described in the submission and this report (those elements which are achievable within a 2 year period)
- f) To hand over the project management of the developing Federation to the Joint Planning and Commissioning Unit, once established (during the 2 year project period)

Project organisation, communication and reporting

3.2 The project Manager post will be advertised nationally. The proposed project management team structure is set out in the table below. Currently the acting project director is supported by a project management team drawn from the Shadow Management board, and a smaller core group of officers, as set out below¹⁴. The lines of reporting are shown and will be established by this report to Cabinet, Scrutiny committees, the PCT boards and to Council.

Project Management Structure



Core Project Team

3.3 The proposed project management team (Core Project Team) roles are set out below in the following table:

Role	Function
Project Management	To manage the team, ensure the governance and management arrangements work, and ensure the project is delivered
Partnership Management	To ensure that all agencies are fully engaged
Joint planning and Commissioning development	To ensure that the joint planning and commissioning arrangements operate effectively
Communications with stakeholders	To ensure that the communication strategy is maintained and delivers stakeholder involvement
Project support	Staff undertaking the legwork required to develop well founded proposals
Admin support	To support the project team
Rent and running costs	

¹⁴ The diagram is adapted from the Council's 'Project Management Standards for Major Projects' August 2001

Total Pathfinder funding available: £60k (£100k by application)	
NRF funding sought: £250k	
Base budget contingency requirement: £250k	

- 3.4 The initial grant is sufficient to fund the project manager and administrative support. If Leicester is successful in attracting the additional £40k then this will fund additional project support capacity in each of the main agencies. It is however clear that this project is very large and complex in nature and as such it requires significant additional resources to develop a project management infrastructure that can deliver the changes within the ambitious timescales. Failure to resource the project management infrastructure adequately will lead to delays in the delivery of the project.
- 3.5 In the interim period before additional funds can be identified, it should be possible to make progress if staff with relevant skills and experience are identified in each agency, and enabled to release a declared amount of time per week to support the development of the trust.

Financial control structure

- 3.6 The initial budgets at stake are small and expenditure will be approved by the project director subject to the normal financial guidance and regulations. The day to day budget management will be undertaken by the project manager.

3.7 Risk management

RISK ISSUE	PROBABILTY	RISK IMPACT
Funding: The infrastructure required to deliver the changes will be considerable: the actual and virtual project management teams will require significant input to assemble and to fine tune the working arrangements to deliver effectiveness. Should the NRF funding bid be unsuccessful the major agencies must establish base budget contingency arrangements sufficient to continue the project. Urgent action is required by all agencies. A lack of funding above the pathfinder level prior to April 2004 will cause the whole project to flounder.	Medium	High
Agency Capacity: Agencies may have limited capacity to engage with the development processes of the Federation, which will seriously hamper the development of robust joint agreements	High	High
Consultation: there has been little consultation so far but there is a risk that some stakeholders will fail to see the benefits of the Federation and there lack of support could, in some cases cause major problems.	Low	Medium
Agency support 1:	High	Medium

RISK ISSUE	PROBABILTY	RISK IMPACT
The federal approach is complex and will take considerable time to work through the various layers of the various agencies (including legal advice), and this may lead to delays		
Agency support 2: Agencies may get 'cold' feet despite having ceded services/budgets in the legal agreement and later choose to withdraw	Medium	Medium
Political support: All party support may break down over a particular and contentious issue	Medium	High
Schools: The importance of engaging schools and achieving successful 'buy-in', due to the large number of schools and their local management, leading to delays and loss of impact	Medium	Medium
Long term funding of change: The cost of introducing such major changes in terms of training and other human resource issues may be large, and sufficient funding may not be obtained.	Medium	Medium

Change control.

- 3.8 The project management structure described above will be responsible for negotiating all relevant changes with the relevant stakeholders.

Health and safety

- 3.9 All agencies developing the Federation have their own health and safety procedures, and all developments will be undertaken within the relevant procedures.

Cost plan, cash flow and funding

- 3.10 It is too early to give any detail about the costs of the project, as there has been no firm agreement about the funding of the project management team, or any of the proposed new joint arrangements.

Master plan

- 3.11 The master plan is set out in the table below: the timescales are illustrative as they depend on the project management infrastructure – the larger the infrastructure the more quickly these work streams can be progressed.

DATES	WORKSTREAM	SPECIFIC TASKS	COMMUNICATION AUDIENCE	NOTES
March 2003	Submission	Complete submission	LCSP, CFSG	Verbal update
May 2003	Presentation	Complete presentation	LCSP, CFSG	Verbal update

DATES	WORKSTREAM	SPECIFIC TASKS	COMMUNICATION AUDIENCE	NOTES
10.07.2003	Pathfinder awarded		LCSP	Verbal update
1.8.2003	Acting project manager started	Develop infrastructure	LCSP	Verbal update
Aug – 26th Sept 2003	Prepare project initiation report	Prepare report	Project board, Shadow Management board	Written report
Oct/Nov 2003	Political sign-off	Prepare report	Cabinet, Scrutiny and PCT boards	
Nov 2003	Communication	Newsletter	All stakeholders	
Dec 2003	Communication	Presentations	Senior managers from all agencies	½ day seminar
Dec 2003	Communication	Presentations	Young People and parents, & LSP	Via Voice of Young People project
Dec 2003	Communication	Presentations	LCC and Health staff	Series of roadshows
Immediate Priorities				
Dec 2003 – Mar 2004	Legal agreement	Negotiate legal agreement	Project board, Shadow Management board	This will finalise the provision to be ceded
Oct 2003 – Mar 2004	Disabled Children including transitions	Negotiate new joint arrangements and implementation plans	Project board, Shadow Management board	Some elements to be in place by Apr 2004
Oct 2003 – Mar 2004	Family Support and under 8's provision and locality working	Negotiate new joint arrangements and implementation plans	Project board, Shadow Management board	Includes Children's Centres and extended schools
Oct 2003 – Mar 2004	Information Sharing	Negotiate new joint arrangements and implementation plans	Project board, Shadow Management board	Driven by the IRT 'Bridges' trailblazer
January 2004	Devise project management staff infrastructure (incl jd and ps)	Confirm funding/ Resources & recruit team	Project board, Shadow Management board	Project Management team in place Apr 2004
April 2004	Plan public launch of LFCS	Launch Events(s)	Staff, children, young people, parents, families and communities	Legal framework in place & some new disabled children's services
Priorities				
Jan 2004	Communication	Newsletter	All Agency staff	Information events
Jan 2004	Communication	Presentations	Young People and parents, & LSP	Information events
Jan to Mar 2004	Agency Placements	Negotiate new joint arrangement and implementation plans	Project board, Shadow Management board	Protocol in place by Apr 2004
Jan - Dec 2004	Health Promotion	Review recent	Project board,	Proposals

DATES	WORKSTREAM	SPECIFIC TASKS	COMMUNICATION AUDIENCE	NOTES
		disaggregation and potential for synergies within federation	Shadow Management board	developed by Dec 2004 for implementation on 2005
Jan - Dec 2004	School Inclusion	Include analysis of inclusion within the development of Family support	Project board, Shadow Management board	Issue to be addressed within family support reports
Apr 2004 – Dec 2004	Post 16's provision	Review joint arrangements and develop implementation plans	Project board, Shadow Management board	
Apr 2004 to Mar 2005	CAMHS – collaborative elements	Review joint strategy and develop implementation plans	Project board, Shadow Management board	
Apr to Dec 2004	Multi-agency cultural change programme	Newsletters, information & consultation events	Staff of all agencies	Information aimed at persuading staff to support change process
Apr 2004 to Mar 2005	Joint Planning	Review joint planning capacity and develop plans for joint planning and commissioning unit	Project board, Shadow Management board	Joint Planning unit in place Apr 2005
Apr 2004 to Mar 2005	Structure of the Federation	Develop and consult upon the structure of the Federation	Project board, Shadow Management board	Will address questions of CXO and line management structure
July to Dec 2004	Safeguarding Children	Negotiate new partnership arrangements for Safeguarding and implementation plans	Project board, Shadow Management board, LCSP, ACPC	
July to Dec 2004	Cultural Diversity	Negotiate new joint strategy and implementation plans	Project board, Shadow Management board	

4. ORGANISATIONAL DEVELOPMENT (CULTURE AND COMMUNICATION)

- 4.1 'Integrated working can be thought of as bringing two or more organisations or services together similar to the concept of the merger process in the private sector. To help manage these processes ...strategies..(should) include¹⁵:
- The introduction of transitional structures – structures that bring people together across the organisation
 - The impact of change on staff remains central
 - Attention is given to the cultural aspects of the new entity
 - Clear and consistent communication

¹⁵ Integrated Care Network website 5.9.03

- e) Issues of speed of decision making about structure and implementing it for the senior tiers
- f) Paying particular attention to the roles played by:
 - i. Senior managers, board members, committee members
 - ii. The roles played by professional groups and political groups¹⁶

4.2 Reflecting the issues outlined above, the ICN website suggest that the following processes form the foundation for integration:

- a) A planned process of change
- b) A process that is participative and empowering
- c) Clear and on-going communication
- d) Support for teams and teamwork that encourages ownership and management of processes, systems and relationships
- e) Structures that promote innovation, learning and change
- f) Action research processes that combine learning and doing – an iterative process where the lessons from one inform the actions of the other¹⁷

4.3 This general framework for cultural change will be worked up into a workstream in due course when resources become available.

Communication Strategy

4.4 The main stages of communication strategy are set out in the table below:

DATE	AUDIENCE	MESSAGE	TYPE	NOTES
November 2003	All stakeholders	Beginning of a steady process	A 4 printed newsletter	Monthly Newsletter to stakeholders
Nov - Dec 2003	Agency senior managers & unions	Description of proposed governance structure	Information sharing briefings	The model for the Federation and the governance arrangements have been decided and are therefore not being consulted upon
Nov - Dec 2003	Council and health staff	Description of proposed governance structure	Information sharing briefings	“
November / December 2003	Children, young people, parents and communities	Description of proposed governance structure	Information sharing briefings	

¹⁶ ibid

¹⁷ ibid

DATE	AUDIENCE	MESSAGE	TYPE	NOTES
December 2003 / January 2004	Managers and Staff	Discussion of first draft proposals re priority service areas	Consultation	2 months to cover reasonable sample of staff
January / February 2004	Pupils, parents patients and service users	Discussion of first draft proposals re priority service areas	Consultation	2 months to cover reasonable sample of users, pupils, patients and parents
March / April 2004	Managers and Staff	Discussion of second draft proposals re priority service areas	Consultation	2 months to cover reasonable sample of staff
March/ April 2004	Pupils, parents patients and service users	Discussion of second draft proposals re priority service areas	Consultation	2 months to cover reasonable sample of users, pupils, patients and parents
April 2004	Staff, children, young people, parents, families and communities	Public launch of LFCS	Information event	Legal framework in place & some new disabled children's services

- 4.5 Modern technology will be fully utilised to assist communication, and an intranet/internet site with bulletin board for stakeholder concerns and project team responses.
- 4.6 More detail will be added to the communication strategy as the project management/development structure becomes established.

Consultation

- 4.7 Preliminary discussions have taken place with partner agencies through the Leicester Children's Strategic Partnership. It is planned that Young People's participation will be built into the new governance and management structure via the Education and Lifelong Learning directorates' Youth Inclusion project, which will mentor young people to take up seats at the strategic partnership and management board. Initial contact with young people will take place soon to begin the process of engagement.
- 4.8 Additionally, parental consultation will take place through the representation of the Parents and Carers Council on LCSP, and through the 'New Walk Gang' of the Children's Fund.

4.9 A participation strategy will be developed to create coherence across the Federation and a Consultation / Participation sub-group of LCSP has been meeting for several months to develop such a document

4.10 The review of Lifelong Learning has led to a number of recommendations which may impact on the development of the Federation. Some discussions have taken place between Education and Lifelong Learning and Social Care and Health, however further discussions will take place in due course in order to undertake an impact assessment and explore opportunities for synergies.

5. Conclusion

5.1 The Leicester Children’s Federation for children, young people and families is a bold, cutting edge venture which will enable significant improvements in outcomes for children, young people and families to be achieved without whole scale structural change. The Federation is flexible and will enable all agencies working with children to develop greater integration and modernisation as the ongoing development process reveals that it will be best for the children, young people and families of Leicester.

6. Other Implications

		Paragraph refers
Equal Opportunities		3.11 – the Master plan show Diversity and Disabled children’s services as a priority workstreams
Policy		The whole report – sets out framework for future of children’s services
Sustainability and Regeneration		Workforce reform will encourage more local people in to the children’s workforce
Crime and Disorder		Increasing social inclusion will reduce crime incl ASB
Human Rights Act		
Elderly/people on low income		Not applicable

7. Background papers

None

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1. DRAFT PREVENTATIVE STRATEGY OUTCOMES:

1.1. Being Healthy

- 1.1.1. More families avoiding break up and continuing to nurture children.
- 1.1.2. More children feeling securely attached to consistent carers throughout childhood.
- 1.1.3. Fewer attendances at Accident and Emergency
- 1.1.4. Fewer emergency admissions to hospital for children with lower respiratory tract infections
- 1.1.5. Improvement in early attachments between babies and their mothers/main carers.
- 1.1.6. Improved identification and appropriate antenatal care addressing issues of poor maternal nutrition, smoking, substance misuse, and sexually transmitted diseases, resulting in low birth weight and other disadvantages for children.
- 1.1.7. Fewer families disrupted by illness and disability (especially of main carer).
- 1.1.8. More parents of vulnerable children maximising their parenting capacity (e.g. some parents with mental health problems, with learning difficulties or with problems of substance misuse or families experiencing domestic violence and especially those parents with a combination of these stress factors) with regard to:
 - Basic care
 - Ensuring safety
 - Emotional warmth
 - Stimulation
 - Guidance and boundaries
 - Stability
- 1.1.9. Fewer teenage pregnancies and appropriate targeting of teenage parents for support.
- 1.1.10. Fewer children experiencing disabilities and enduring illnesses (including genetic counselling and early identification and immunisation programmes) Appropriate support systems for disabled children and their families.
- 1.1.11. Healthier children because of improvements in diet and exercise and reductions in smoking, substance misuse and sexually transmitted diseases for young people. An accelerated rate of improvement in such factors for vulnerable children and young people.
- 1.1.12. Fewer children developing behaviour problems and more parents and carers developing the skills to anticipate and minimise these problems.
- 1.1.13. Fewer children developing significant psychiatric problems and better diagnosis and treatment for Autism Spectrum Disorders (ASD), for Attention Deficit Hyperactivity Disorder (ADHD) and for early psychosis and better support for carers of these children and young people.
- 1.1.14. Access to registration with local family practitioners for all children and their families.
- 1.1.15. Strengthening of vulnerable children's emotional resilience (sometimes called "emotional intelligence"), including:-
 - a sense of self esteem and confidence
 - a belief in own self efficacy and ability to deal with change and adaptation
 - a repertoire of social problem solving approaches
- 1.1.16. Fewer children and young people engaging in suicidal and self-harming behaviour
- 1.1.17. Fewer parents engaging in suicidal and self-harming behaviour
- 1.1.18. Earlier identification of all children and Young People whose development is not being maximised.

1.2. Staying Safe

- 1.2.1. Preventing more vulnerable children from becoming “Children in Need”, “Children in Need of Protection” and “Looked After Children”.
- 1.2.2. Helping more vulnerable children to thrive and to move back into mainstream, non-vulnerable status.
- 1.2.3. Reduction in young people’s fear of crime (especially bullying and racist attacks) and a reduction of such incidents.
- 1.2.4. Fewer children experiencing domestic violence and the intensity of such problems reducing for more families.
- 1.2.5. Fewer children abused or neglected in their own families and an accelerated rate of improvement in the proportions of vulnerable children abused in their own homes/families (and this also includes abuse by other children in the family).
- 1.2.6. Fewer children abused by people outside the family (including paid carers, volunteers, other children, neighbours and strangers) An accelerated rate of improvement in the proportion of vulnerable children abused outside their family.
- 1.2.7. Improvement in primary fire prevention approaches by vulnerable families and reduction in house fires involving these families.
- 1.2.8. More children using safer routes for walking and cycling to and from school. More vulnerable children using safe cycling equipment and training.
- 1.2.9. Fewer children and young people going missing from home and ending up in risky situations.
- 1.2.10. More children avoiding low warmth/high criticism relationships with their main carers (such relationships are strong indicators for abuse).
- 1.2.11. Protection of children from the inappropriate and confusing sexualisation of their experiences, i.e. to enable children and young people to better understand the media’s undue emphasis on sexualised behaviour at too early an age.
- 1.2.12. Fewer road traffic accidents and other accidents outside the home setting which involve children. Rates of mortality and serious injuries from such accidents to be reduced. An accelerated rate of improvement in the level of such accidents for vulnerable children.
- 1.2.13. Fewer accidents in the home involving children and an accelerated improvement in the rate of such accidents for vulnerable children. Rates of mortality and serious injuries from such accidents to be reduced.

1.3. Enjoyment and achieving

- 1.3.1. Overall level of attendance and exclusion in Leicester schools improving and an accelerated rate of improvement in attendance and exclusion figures for vulnerable children.
- 1.3.2. Overall improvement in educational achievement in Leicester schools and an accelerated rate of improvement in educational achievement for a greater proportion of vulnerable children.
- 1.3.3. More vulnerable children gaining the skills to move into further education and paid employment and succeeding in adult life. Better systems of financial support to families to facilitate this approach.
- 1.3.4. More disadvantaged parents feeling a part of their children’s’ schools and valuing educational aspirations and opportunities for their children and for themselves.

- 1.3.5. More children aged 5-7 years gaining key literacy and numeracy skills.
- 1.3.6. All disadvantaged children given the best start in their early years to prepare them for learning in school.
- 1.3.7. More disadvantaged parents engaging successfully in lifelong learning and raising their aspirations for themselves and for their children.
- 1.3.8. Equipping parents to support their children's learning.
- 1.3.9. Fewer families choosing to send their children to county schools

1.4. Material Well-Being

- 1.4.1. Better employment opportunities for parents of vulnerable children and better income maximisation mechanisms to ensure families experience a genuine improvement in their circumstances.
- 1.4.2. More disadvantaged parents starting and staying in regular employment with opportunities for job advancement.
- 1.4.3. More working parents from disadvantaged backgrounds or areas using affordable, accessible, good quality childcare.
- 1.4.4. Fewer teenage parents.
- 1.4.5. More teenage parents succeeding in employment.
- 1.4.6. Fewer lone parents living in poverty.
- 1.4.7. Fewer children living in poverty in the city.
- 1.4.8. A better financial and material start for all under 5s in the city.
- 1.4.9. Achievement and maintenance of basic human rights for all children and young people in the city (e.g. a parent or carer, a home, freedom from harm, warmth, health care, clean clothes, hygiene, haircare, sanitation, clean cot or bed and bedding, age appropriate equipment, opportunities to play safely, access to appropriate education).
- 1.4.10. More disadvantaged families able to achieve regular family holidays and outings.
- 1.4.11. More disadvantaged families gaining access to bank accounts (or their equivalent) at a community level.
- 1.4.12. More disadvantaged families participating in savings schemes and improving their "human capital" (resources, trust, respect etc) i.e. community capacity building
- 1.4.13. More disadvantaged families living in good quality housing with effective energy efficiency and effective heating systems.
- 1.4.14. Fewer families experiencing cycles of poverty associated with homelessness and transience (including that generated by repeated domestic violence).
- 1.4.15. Fewer young people, 16-18 years leaving home in unplanned ways and becoming homeless or unsupported.

1.5. Making a Positive contribution

- 1.5.1. Greater involvement of children and their parents in decision making and service provision and particularly more vulnerable children participating in planning and delivering services relevant to them, e.g. more vulnerable children contributing positively to crime prevention approaches in the community.
- 1.5.2. More parents and carers spreading the childcare skills they have learned to other parents and carers.
- 1.5.3. More parents and carers regularly reflecting back to professionals lessons from childcare skills they have learned.

DRAFT PREVENTATIVE STRATEGY OUTCOMES:

Appendix 1

- 1.5.4. Overall reduction in youth crime and anti-social behaviour in the city, especially in crime hot spots and fewer vulnerable children embarking on and continuing in a career of crime (with its likely resultant loss of liberty and poor outcomes in adulthood).
- 1.5.5. Reduction in fire-setting behaviour by children.
- 1.5.6. Reduction in levels of vandalism and environmental damage by children and young people.
- 1.5.7. Increased nurturing and valuing by members of local communities of disadvantaged children and of children from specific disadvantaged groups.
- 1.5.8. Better standards of the housing and local neighbourhood environment for disadvantaged families, avoiding ghettoisation.
- 1.5.9. Access to regular, non-stigmatising play opportunities for all children.
- 1.5.10. Increasing opportunities and pathways out of disadvantage for vulnerable children to join and succeed in mainstream, valued leisure, cultural and sports activities, not just in their school settings.
- 1.5.11. More 16-18 year olds positively involved in education, employment or training.
- 1.5.12. More disadvantaged parents and more parents in disadvantaged areas linking in to informal job-finding networks.
- 1.5.13. More 16-18 year olds developing skills to improve their aspirations and employability.
- 1.5.14. More families in disadvantaged areas working together to turn around "problem" areas (with the 'knock on' effect of improved sense of safety, self-efficacy and social inclusion for the families concerned).
- 1.5.15. More people from disadvantaged communities succeeding in social care, health and education careers.

Priority Areas:

These priorities are largely those which were included in the original submission with the addition of several more which both supplement and complement them.

- Continuing improvements in academic achievement with specific focus upon Key Stages 2 and 4 with significant gains in GCSE passes for Looked After Children and the broader exam cohort.
- Immediate and urgent improvements in behaviour and attendance - with concomitant reductions in school exclusions. The Best Value review suggested work focusing on developing synergies between these services and social care and health family support services to reduce assessments, improve communication and promote seamless services.
- Continuing and extended implementation of the LEA's inclusion strategy to provide increased mainstream opportunities for pupils with SEN, including a realignment of SEN provision.
- Safeguarding children: the development of a closer relationship with the ACPC in anticipation of the development of Safeguarding Children Boards which will report to Children's Strategic Partnerships.
- Transitions: SEN transitions, social care transitions team, CAMHS transitions services, strengthened and rationalised through the work of the Joint Transitions sub-group of the Learning Disability Partnership board and Leicester Children's Strategic Partnership.
- Multi-agency corporate parenting: building on the recent progress and re-launch within the council.
- Multi-agency placements: the establishment of a new decision making protocol about the out of area placements and the agency contributions to the costs of placements, developing through a shadow pooled budget to a S.31 pooled budget.
- Collaborative elements of CAMHS: reviewing the joint strategy with a particular emphasis on the mental health needs of city children, particularly those with higher levels of need. The strengthening of local authority management of CAMH services and the development of a robust commissioning strategy for utilising the new grants to deliver the new comprehensive CAMHS guidance.
- Diversity: Building on the Beacon Race Equality award achieved by the council in 2002, a multi-agency working group will be established to develop a shared approach to Diversity, learning from each other and other regional and national examples of best practice. This best practice will be communicated through newsletters, a website, seminars & training.
- Improved neighbourhood working incl. virtual children's teams: the hub and spoke network of services referred to above will be supported by co-located and multi-disciplinary teams. These groups of staff, and those who support them in the locality will be encouraged to develop a team identity as a virtual team, through joint training and other activities.
- 16+ Leaving care: development of Leaving Care services
- 13 – 19 yr provision: developing greater coherence and integration between provision for this age group.
- Health Promotion