

Chapter 4: Cross-cutting programmes

Much of the vision and outcome set out in this plan will be delivered through partnership groups working together. These partners are listed at the start of this plan and include Leicestershire County and Rutland Primary Care Trust, voluntary sector organisations, District Councils and Leicestershire County Council.

All partners are committed to achieving better outcomes for children and young people. An example of this commitment is the creation of District Council Children's Champions – elected councillors taking on the role of ensuring high level engagement in children and young people's issues within each District Council.

Further important partnership developments include:

- Primary Capital Programme
- Considering how we provide Secondary School provision
- Developing integrated child health services
- Developing Extended Services (Extended Schools and Children's Centre programmes)
- Improving support to parents and carers – a KEY PRIORITY
- Developing effective Joint Commissioning
- Integrated Youth Support services
- Workforce development
- Implementing the Common Assessment Framework and Lead Professional practice within multi-agency pastoral forums.

Primary Capital Programme

The Primary Capital Programme is a fifteen year government programme. It aims to improve attainment in primary schools by improving the environments in which children learn. It is targeted at areas of child poverty, and poor educational outcomes. We will publish our plans for the primary capital programme in June 2008.

Considering Secondary Education Provision

We are developing our vision for secondary education in Leicestershire. Currently the performance of local children and young people at Key Stage 3 is outstanding, but at Key Stage 4 it is only just above the national average. This needs to improve. In order to achieve this we are:

- Remodelling schools in Melton and the Vale of Belvoir to provide a common transfer between primary and secondary schools at the age of 11 and the investment of £49 million to create four 11 to 16 secondary schools in the area and a jointly managed sixth form centre on the site of King Edward VII school
- Preparing for “**Building Schools for the Future**” (BSF) – a government programme of

capital investment in secondary education which, from 2013, will provide Leicestershire with unparalleled opportunities for refurbishing and replacing our secondary school buildings. We are currently developing a vision for secondary education across the County which will underpin the local BSF programme

- Developing choice in the **secondary curriculum** through the development of **personalised learning and specialised diplomas**
- Promoting inclusion through the development of Area **Special Schools**, providing support to pupils with additional needs in mainstream schools.

Integrating Child Health Services

We are examining how children and young people's health services are provided. The priority is to enable children and young people to live healthy lives through child and family focussed services. These must be delivered by a competent and skilled multi-agency workforce, as close to the child's home as is appropriate within venues that are acceptable and accessible to children and their families.

In practice this means that through an integrated model of service children will receive health services predominantly in the community close to their home. As a result, some of the activity previously delivered from a hospital setting (particularly outpatient care) will shift into the community.

Developing Extended Services

The development of Extended Services in Leicestershire is central to our development of integrated working. Our Extended Services Strategy combines the Children's Centre and Extended Services in Schools programmes and is being developed on a locality/district basis. Following wide consultation with key partners, particularly District Councils, health services and schools a locally-based extended services infrastructure has been developed enabling local commissioning of services and provision appropriate to the needs of the locality. This infrastructure ensures that local services and groups all work together to meet the range of children and young people's needs. These include targeted youth support, extended services, multi-agency pastoral forums, drugs and alcohol forum, sports partnerships etc working together to meet the range of children and young people's needs.

Leicestershire's Strategy and approach is unique in:

- Not being a building based programme but seeing early years settings, children's centres and extended schools as part of a network of facilities from which support to pre-school and school aged children and families is provided
- Being delivered through locality and partnership working, particularly through the seven Districts and Boroughs, each of which has a devolved commissioning budget for providing services that reflect locally determined needs and priorities
- Being linked to Leicestershire's 'windscreen' of need (see page 19). Within this context the Extended Services Strategy focuses on supporting children and families with Level 1 and Level 2 (Universal and Targeted) needs
- Delivery being via a mixed economy approach. Management of the Extended Schools programme is via School Cluster/ Development groups and management of the Children's Centre programme rests with the County Council in the three most deprived districts and other providers in the other four Districts.

What makes you happy and why?

"My family because they love me and care about me"

Leicestershire children 2008

Improving Support to Parents and Carers

We believe that the vast majority of parents do a good job in the sometimes challenging role of parenting. We also know that a significant number of parents would like help at some point with some aspect of their parenting. Providing this support is a KEY PRIORITY and we have recently developed a Family Support Strategy which considers a framework for family support. The strategy recognises that it is important to support families, including those that are hard to reach, and so enable them to help their children achieve the best possible outcomes. This support ranges from providing information in an accessible way to help parents make informed choices, through to working with parents who need to attend a parenting group work programme by court order. The aim is always the same:

"Enabling families to get the most out of life for their children and enjoy being a family."



- Intensive (targeted) work with groups and individuals
- Careers advice
- Personal and social development
- Voluntary action and engagement in civic decision-making.

Workforce Development

Workforce development is the key to providing the right staff with the right skills to provide high quality services and to transform outcomes. New ways of working across all agencies working with children and young people's services, increased partnership working and new expectations of school staff, all mean that our workforce needs to be highly skilled and able to provide personalisation of learning and services.

A common core set of skills and knowledge for the children's workforce has been developed by the government. This core takes in:

- Effective communication and engagement with children, young people, their families and carers
- Child and young person development
- Safeguarding and promoting the welfare of the child
- Supporting transitions
- Multi-agency working
- Sharing information.

Developing Effective Joint Commissioning

Robust commissioning arrangements are seen as being increasingly important in making sure that services are effective, offer good value for money and improve outcomes for children and young people. In 2007 we agreed a Children and Young People's Joint Strategic Commissioning Framework that describes what commissioning is about and how we will work together to use commissioning processes to support cost effective, high quality, services.

Integrated Youth Support Services (IYSS)

Working in partnership we will create locally integrated support and development systems for young people. This service will involve the full participation of young people in identifying needs, planning, providing and evaluating services and will include:

- Information, advice, counselling and guidance
- Skilled advocacy which is independent and accountable to the young person
- Opportunities for personal and social development through positive activities in leisure time

A partnership group has developed a workforce strategy and will be working together to make sure that our staff have the skills and knowledge to provide world class services locally.

Implementing Common Assessment Framework and Lead Professional practice (multi-agency pastoral forums)

We have radically reviewed how we integrate, co-ordinate and deliver services for children and young people who need additional help. The result of the review is innovative locality-based services based on a 'windscreen' of need (see page 19). In summary:

- If a child or young person requires additional help the Common Assessment Framework (CAF) is used to request the involvement of the appropriate service (Level 2a)
- If a child or young person requires more than one service to meet their needs the situation is brought (using the CAF) to a Multi-Agency Pastoral Forum where appropriate services are identified and, normally, a Lead professional appointed (Level 2b)
- If a child or young person requires more specialist help it is likely social care will become involved and/or other meetings take place to ensure appropriate service provision (Level 3)

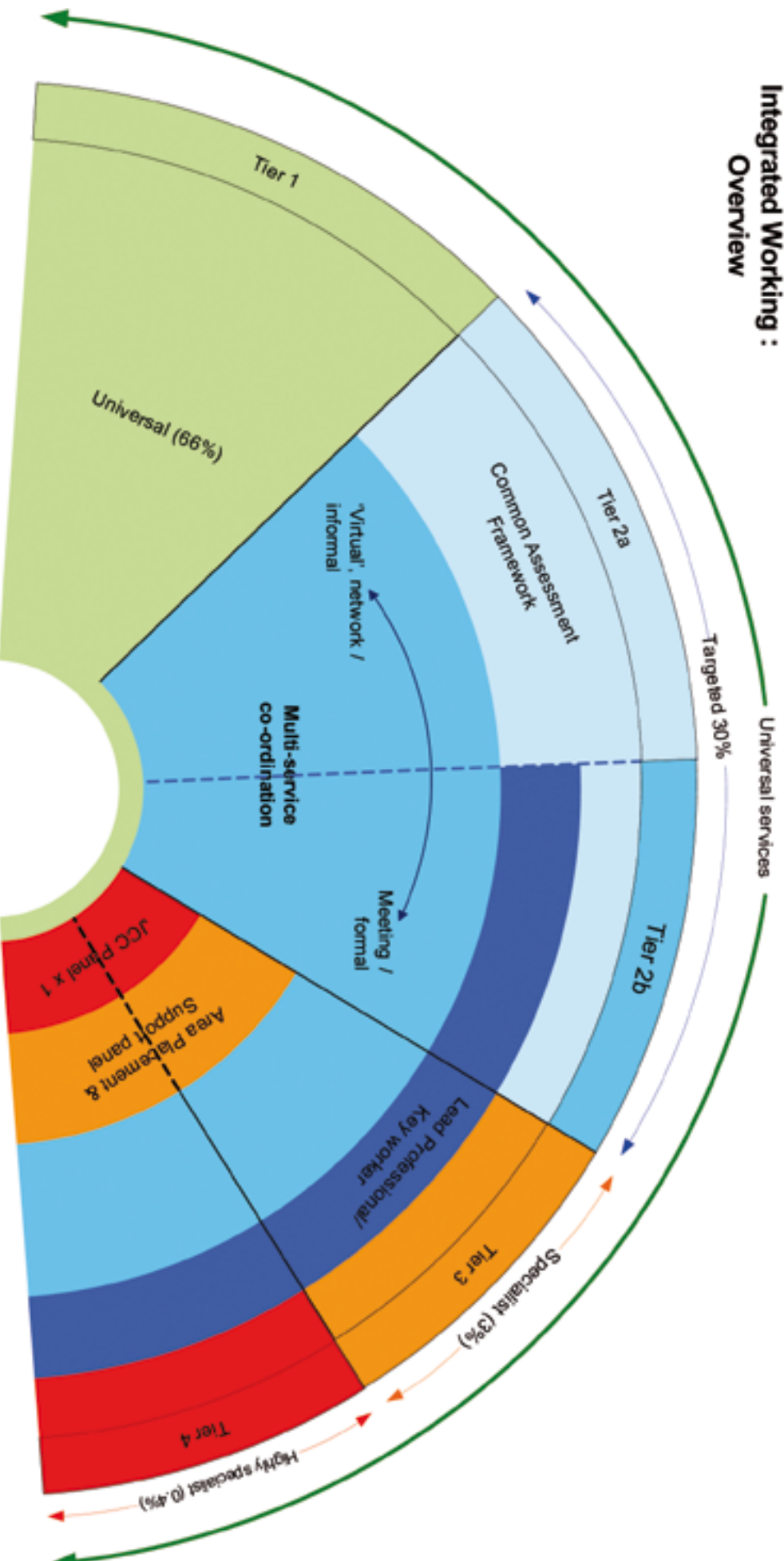
- If a child has highly specialist needs (for example, a child in care, CAMHS Tier 4) they will receive appropriate highly specialist services (Level 4).

Our integrated approach, in particular the Multi-Agency Pastoral Forum and network, is getting national recognition. Our approach is resulting in:

- Ownership of a child's needs at the local or school level
- The delivery of responsive services
- Timely, early support for children in need and their families
- Good co-ordination of services
- Improvements in consistency of support for young people with challenging behaviour, an area highlighted as needing attention in the 2007 Joint Area Review
- Improvements in service quality and capacity
- Improved access to a choice and range of care options.



Integrated Working : Overview



- Tier 1:** Universal (66%)
- Tier 2:** Targeted (30%)
 - Tier 2a:* Targeted - CAF
 - Tier 2b:* Targeted - CAF/FP
- Tier 3:** Specialist/ High need (3%)
- Tier 4:** Highly specialist/ Highest needs (0.4%)

- Geographic locality based networks and area panel meetings
- Geographic locality based Area Placement Support panels
- 1 x Joint Complex Case Placement panel

