



Leicestershire
County Council

Children and Family Services Departmental Plan

| 2020 - 2023

Updated March 2021

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Foreword



Jane Moore,
Director, Children and Family Services



Cllr Deborah Taylor,
Lead Member for Children,
Families and Safer Communities

As a department we are passionate about improving the lives of all our children and young people. This plan will help us to drive forward the changes that will make a real difference to their futures.

The plan sets out our vision and our priorities for children, young people and families, how we plan to achieve these, who is responsible, and what success will look like.

Children and young people are at the heart of this Plan which sets out four clear ambitions for 2020-2023:

- Help every child to get the best possible start in life;
- Help children and their families build strength, resilience, confidence and capacity
- Help children in Leicestershire to live in safe, stable environments and have secure attachments
- Help every child to have access to good quality education to ensure they achieve their maximum potential

This plan provides an overarching framework to stimulate action and to help ensure that whatever we do genuinely makes a difference to the lives of children, young people and families. It also describes how, as a department, we will deliver the actions within the plan, including some innovative new ways of working.

We recognise that these ambitions cannot be delivered alone, and we are committed to working in partnership to achieve the best outcomes for the children and young people of Leicestershire. By working together on shared ambitions, we believe that we can make the difference that is needed."

A handwritten signature in black ink that reads "Jane Moore". The signature is written in a cursive style.

Jane Moore

A handwritten signature in black ink that reads "D. Taylor". The signature is written in a cursive style.

Cllr Deborah Taylor

Introduction

This plan is for all the children and young people living in Leicestershire and their families and sets out high-level priorities for Leicestershire County Council's Children and Family Services Department for the next three years. The plan builds on the work undertaken under the previous departmental plan and has been informed by what children, young people and families have told us about their needs and experiences.

Progress against the plan will be monitored closely and a formal review will be undertaken annually to ensure it remains relevant, dynamic and aligned with local and national priorities. This plan is driven by our vision and mission and underpinned by our shared values.



OUR VISION

For Leicestershire to be the best place for all children, young people and their families

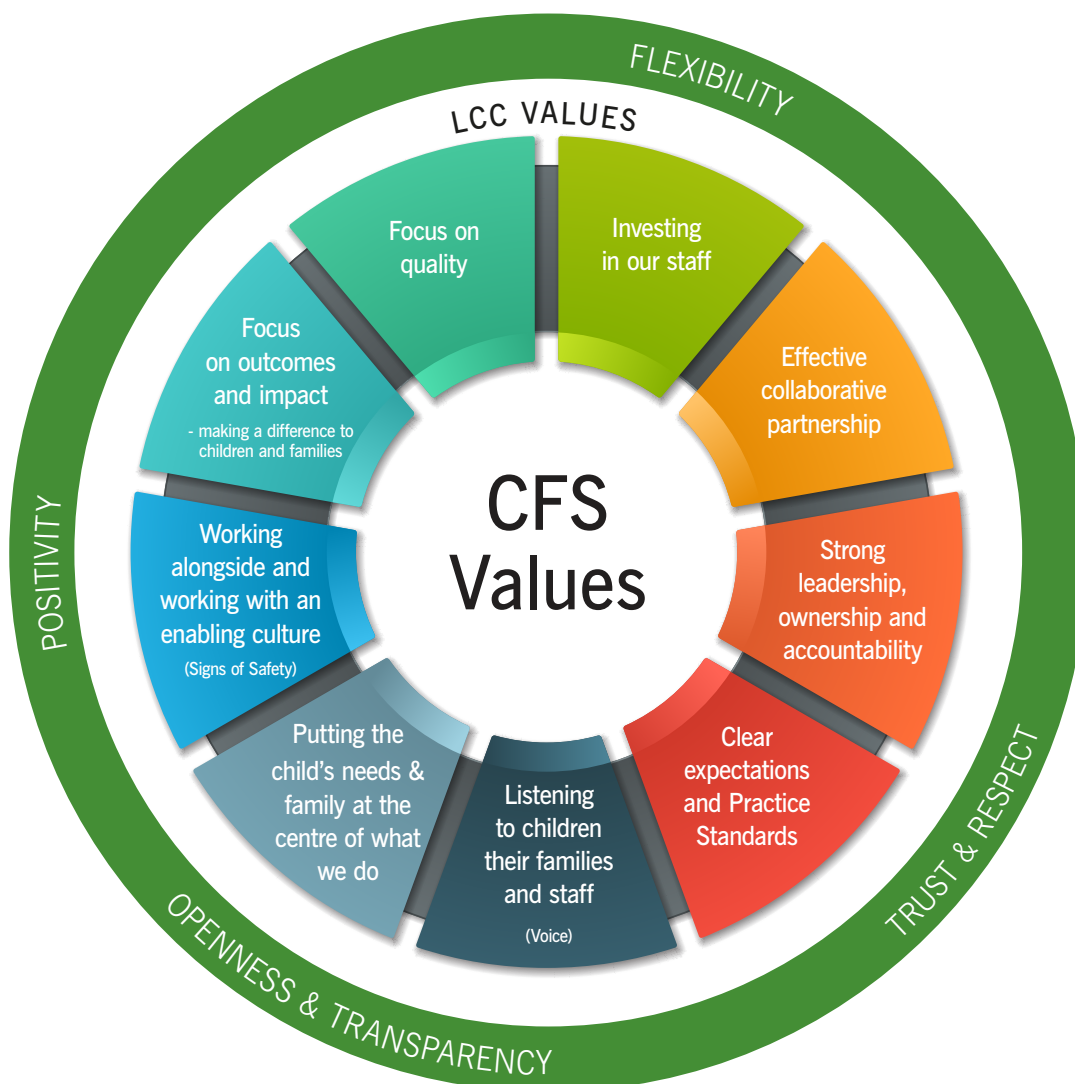
This means that we will describe the outcomes we want to achieve for children, young people and their families and identify measures that can tell us how well we are achieving them.

OUR MISSION

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

OUR VALUES

Leicestershire County Council's (LCC) organisational values set out the attributes and approach to work that can be expected from all council employees. Children and Family Services have devised a core set of values based on the work within the department, which demonstrate how we will meet the LCC Organisational values.



Our Children 2019/20

Children in Care

647

2992

Children in Need

7230

Early Help

508

Child Protection



99

Children with
medical needs

Child Sexual
Exploitation referrals

259

4871

Children with
a disability

Children and young people
who have offended

220

4751

Education, Health
and Care Plans

Children and Families Performance end of year 2019/20



Children at most risk are protected from harm and kept safe

	Latest update	End of year figure	Compared to previous year	Previous year
% child protection cases which were reviewed within timescales.	2019/20	96.0%	Lower	96.8%
% of children becoming subject to a child protection plan for second or subsequent time	2019/20	21.8%	Higher (low is good)	17.2%
% re-referrals to childrens Social Care within 12 months	2019/20	18.8%	Lower (low is good)	23.9%
% single assessments completed within 45 days	2019/20	72.1%	Lower (high is good)	76.4%
% of Child Protection plans lasting 2 years or more open at the end of the quarter (low = good)	2019/20	0.4%	Better	2%
Placement stability - % children with 3 or more placements during a year (low = good)	2019/20	9.0%	Higher (low is good)	8.0%
Placement stability - % children in same placement for 2+ years or placed for adoption	2019/20	67.2%	Higher (high is good)	66.0%
% of Care Leavers in suitable accommodation (end of quarter)	2019/20	89.4%	Lower (high is good)	90.0%
The % of Care leavers in education, employment and training (EET) (end of quarter)	2019/20	59.6%	Higher (high is good)	57.0%

Child Health, Wellbeing and Special Educational Needs and Disabilities (SEND)



	Latest update	End of year figure	Compared to previous year	Previous year
The % of children in care who have had dental checks within last 12 months (at end of period)	2019/20	78.2%	Lower (high is good)	79.50%
The % of children in care who have their annual health assessment within last 12 months (at end of period)	2019/20	87.7%	Better	85.60%
The average emotional health strengths/difficulties score for children in care. (low = good)	2019/20	15.1	Similar	15
SEND - Initial requests for assessment for Education and Health Care Plans (EHC)	2020	1019	Higher (no polarity)	951
SEND - Percentage of EHC plans issued within 20 weeks (all)	2020	92.0%	Lower (high is good)	98.3%
SEND - Total number EHC plans (2020 SEN census)	2020	4,751	Higher (no polarity)	4,222

Families are self-sufficient and able to cope



	Latest update	End of year figure	Compared to previous year	Previous year
No. of individuals worked with by Children and Families Wellbeing Service (at end of year)	2019/20	2,289	Higher	2102
No. of families worked with by Children and Families Wellbeing Service (at end of year)	2019/20	827	Higher	615
No. of Supporting Leicestershire Families claimed for as a % of overall payment by results target	2019/20	2770 (100%)	n/a	n/a

People are safe in their daily lives



	Latest update	End of year figure	Compared to previous year	Previous year
Number of first time entrants to the criminal justice system aged 10-17 (low = good)(year to date)	2019/20	111	Higher (no polarity)	100
Rate of re-offending by young offenders (low = good)	2019 year end	0.51	Better	1.1
Number of instances of the use of custody for young people (low = good)	2019/20	7	Higher (no polarity)	4

Transformation Programmes

The Children and Family Services department is embarking on a significant programme of transformation across all its core services to deliver substantial cost efficiency savings and enable a sustainable, cost effective operating model whilst improving outcomes for children and young people in Leicestershire.

The transformation comprises of four main extensive programmes:

- **High Needs Development Programme**

A comprehensive development plan for Special Educational Needs and Disability (SEND) Services across Leicestershire, including the development of new high quality provision for children and young people with Special Educational Needs (SEN) and a review of systems and process to deliver improved services for children with SEN.

- **Defining Children and Family Services for the Future (DCFSF)**

A holistic programme working intensively with consultants Newton Europe over the next 12-18 months to develop and future-proof Children and Family Services so that the right interventions are delivered in the right way, at the right time, to ensure that children, young people and families achieve the best possible outcomes while also ensuring that the service is financially sustainable going forwards. This will be achieved through focus on optimising practice, systems, culture, and operational delivery across the department.

- **The Children's Innovation Partnership (CIP)**

In partnership with Barnardo's, alternative service delivery models are being designed culminating so far with an Assessment and Resource Team (ART) hub and assessment bed model and a residential build and conversion plan to improve the sufficiency and quality of residential provision within an agreed capital investment of up to £2.5m to create up to 12 placements.

- **Departmental Efficiencies**

A programme of work is underway to identify and deliver efficiencies in the services and back office support functions, not in the scope of the other programmes, building on the in-year cost controls that were implemented in 2020 and utilising cost reduction model tools and methodologies.

Departmental ambitions for 2020-2023

Ambition 1 - Help every child to get the best possible start in life

This is about helping families with babies and very young children to promote their health and development.

There is now a wealth of research and policy information which points to a child's early years playing a pivotal role in later life outcomes. We want all children to have all the opportunities they need to develop their health, skills and knowledge so that they are ready for school and have the best possible start in life. A great start will shape their lifelong health and well-being.

What is important to children, young people and families?

Feedback from parents on services they received

"... whilst you were helping our son you were a massive help and support to me."

"I feel that I have been supported to support my child's communication ... been given the tools to support my child to play"

"Not just a help to the child but a support to parents"

The actions we will take:

- Priority 1:** Identify those children who would benefit from support at the earliest opportunity
- Priority 2:** Embed our offer around school readiness and children's early language skills
- Priority 3:** Promote clear and consistent messages relating to 1001 critical days and the life chances of young children

The measures that will tell us if we are making a difference:

We will focus on tracking data on narrowing the attainment gap for vulnerable groups and increasing the proportion of reception children reaching a "good level of development"

- Number of referrals to Portage increase from baseline to be confirmed
- % of eligible 2 year olds taking up their Free Early Education Entitlement (FEEE)
- % of eligible 3 and 4 year olds taking up their Free Early Education Entitlement
- % of eligible 2, 3 and 4-year olds taking up their Free Early Education Entitlement in a high-quality provision
- % of reception pupils reaching a 'Good level of development'
- % of reception pupils with Free School Meals (FSM) status achieving 'Good level of development'
- % of Reception pupils with Education, Health and Care Plans achieving 'Good Level of Development'
- % of children working at expected levels at the end of the foundation stage
- % of children with improved communication, language and literacy skills
- % of children excluded from settings and schools
- 6% of eligible 3 years olds accessing FEEE are supported by EY SEND advisor for less than 6 months
- 1% of eligible 3 years olds accessing FEEE are supported by EY SEND advisor for more than 6 months

Ambition 2 - Help children and their families build strength, resilience, confidence and capacity

This is about supporting children, young people and their families to tackle problems and helping them to feel more confident and capable of dealing with future problems.

Many families have emerging or complex needs which often require support to enable their children to achieve good outcomes in life.

Early identification of problems, joined-up working practices between agencies, and working together with families to meet their specific needs, is at the heart of providing an effective response.

What is important to children, young people and families?



Feedback from young people

“listen to us and take our problems seriously”

“ (the worker) helped me to talk about my worries and sorted out me going back to school, I wouldn't be in school if it wasn't for her. I feel like I have a future now.”

Feedback from parents following parenting groups

“I feel me and the children are a team now and work with each other to make our home life happy.”

“The group really helped me understand why my children do certain things and there is a reason behind it”

The actions we will take

- Priority 1:** Communicate the revised Children and Family Wellbeing Service (CFWS) offer following the integration of family, youth and children centre services.
- Priority 2:** Develop effective multi-agency identification, assessment and support for families with children who require additional support or who have special education needs.
- Priority 3:** Work with partner agencies to develop early help assessments and early help support at Tier 2 of the multi-agency Safeguarding Children Partnership threshold.
- Priority 4:** Provide effective, co-ordinated support for children at key transition points, such as school readiness and the journey to adulthood.

The measures that will tell us if we are making a difference:

- Reduction of cases stepped down to early help services that result in a step back up to statutory services
- Achieve significant and sustained improvement for a minimum of 484 families (Troubled Families Outcomes Plan measures)
- Develop Targeted Early Help performance framework in an agreed format during 2021/22 and link this to the Children's Social Care performance framework
- Reduce the rate of increase of children in mainstream schools with Education and Health Care Plans, with more children supported effectively at Special Educational Needs Support
- Reduction in children missing education or educated at home



Ambition 3 - Help children in Leicestershire to live in safe, stable environments and have secure attachments

This is about supporting children and young people to be safe and happy at home, and where this cannot happen, to have good placements and carers.

We want all children and young people to grow up in stable, healthy, happy, safe and supportive family environments.

Whilst every effort will be made to promote children and young people remaining or returning to parental or family care, this will not be a safe option for some children. In such circumstances, Leicestershire will seek to find other options for children.

We believe that our children deserve forever homes and that their parents and carers need access to the best support, training and resources to provide our children and young people with the best possible care.

What is important to children, young people and families?

From a foster child

"The best present I ever had was Julie and Phil and their family because my real family couldn't look after me and my brother properly, they took us in and cared for us and I love them so, so much".

From an adult adoptee:

"Thank you for your research and (birth records) support. From being scared of where I may have come from, to now being proud of who I am..."

Feedback from an Adopter

"Being able to talk to someone who really gets it is vital for adoptive parents, especially in the early stages of placement when challenges are coming thick and fast"



The actions we will take

Priority 1: Ensure all children and families receive the Right Service, at the Right Time, in the Right Place

Priority 2: Ensure we have sufficient, good quality placements to meet children's needs

What foster children tell us they want from carers:

- "don't give up on me. I want dedication"
- "be able to love, care and show affection"
- "be patient and mindful of our feelings"
- "treat fosters kids like your own kids"

Priority 3: Children understand their care plan and have emotional permanence

Priority 4: Support young people to prepare for adulthood

The measures that will tell us if we are making a difference

- % children with 3 or more placements during a year
- % children in same placement for 2+ years or placed for adoption
- % of Care Leavers in suitable accommodation (end of quarter)
- The average emotional health strengths/difficulties score for children in care
- % child protection cases which were reviewed within timescales
- % of children becoming subject to a child protection plan for second or subsequent time
- % re-referrals to Children's Social Care within 12 months
- % continuous assessments completed within 45 days
- % of Child Protection plans lasting 2 years or more open at the end of the quarter
- % of Care Leavers in education, employment and training (EET) (end of quarter)
- The number of young people going missing from home reduces

The number of LAC going missing reduces

- Engagement with missing return interviews is above 90% (all young people and children in care). All children who are missing for the first time are offered targeted intervention
- All children have a plan for permanence considered & identified at second review

Ambition 4 - Help every child to have access to good quality education to ensure they achieve their maximum potential

This is about supporting children and young people to get the best education and to have opportunities that help them reach their goals.

All pupils irrespective of their level of ability or needs should have access to the best possible teaching and learning. This should be delivered through successful and high performing schools or other educational establishments, offering the best teaching practice, facilities and learning environments to enable all pupils to thrive and achieve their best potential.

What's important to children, young people and families?

Feedback from a young person

"Before I came here I was really depressed and distant. I'm really happy I came here. I feel like I can control my life. Art therapy gave me someone to talk to without fear of judgement. Everyone here just wants you to be happy and do what you want to do in life. You can listen and trust what they say."

Feedback from a young person

"(the support) helped me a lot. It helped build my confidence and happiness. My anxiety is now a lot better. Although there was lots of challenges, I enjoyed myself and had a lot of fun. I made friends. I am very thankful that they pushed me to go to this college"

Feedback from a school councils:

"At our school we enjoy celebrating achievements in a brilliant atmosphere, have lots of opportunities to try new things, teachers who listen and help us shine and are accepting of people and celebrate that we are all unique"



The actions we will take

- Priority 1:** Ensure that pupils with Special Educational Needs and Disabilities (SEND) achieve the best possible outcomes delivered through appropriate education settings
- Priority 2:** Ensure that every child has access to good early years provision and school places in all Leicestershire areas
- Priority 3:** Ensure best possible outcomes for all learners
- Priority 4:** Effective admissions arrangements promote diversity and choice and meet the needs of vulnerable groups

The measures that will tell us if we are making a difference

We will track data across all key stages that demonstrate progress, outcomes and diminishing the difference for vulnerable groups, with particular attention to:

- % pupils achieving the expected standard in Reading, Writing and Mathematics at Key Stage 2
- Diminishing the difference at Key Stages 2 and 4 for children in care, children in need, those with Education, Health & Care Plan and those with Special Educational Needs support
- % of pupils in Good or Outstanding schools
- Number of places developed for mainstream and special schools/resource bases
- Average cost per place for various types of school in the capital programme
- % of first preferences for First Time Admissions (FTAs)
- % of first preferences for secondary transfer
- % of 16-17 year olds who are not in Education, Employment or Training (NEET)

Expenditure on ISP school placements

- Number of children missing education and average time outside of school
- Number of medical needs cases, average length of time supported and cost
- Number of elective home educated pupils and frequency of visits
- % of eligible two and three year olds taking up Free Early Education Entitlement
- % of looked after children admitted on school roll within 20 school days from date of application
- Number of permanent exclusions
- % of children receiving at least one day of fixed term exclusion
 - % of eligible two and three year olds taking up Free Early Education Entitlement
 - % of eligible 2, 3 and 4-year olds taking up their Free Early Education Entitlement in a high-quality provision

Cross-cutting themes and enablers

We have identified the following cross-cutting themes and enablers as crucial to helping us achieve our ambitions for children and young people:



Voice: putting children and young people at the heart of all our activities by involving them and their families in the decision-making, planning, commissioning, design, development, delivery and evaluation of services that affect their daily lives



Partnership working: working together, aligning plans and resources, integrated commissioning and information/data sharing to improve outcomes



Developing and retaining an excellent workforce: equipping our workforce with the skills, knowledge and behaviours needed to improve outcomes for children, young people and their families



Culture and practice: developing relationships in both leadership and practice that are based on mutual respect, support and collaboration



Behaviours: identifying the behaviours expected from our workforce that will underpin our work with children, young people and their families



Commissioning: processes that ensure innovation, best value and quality, market engagement and include the voice of children and families



Data and intelligence: that informs planning and drives performance monitoring

Planning and Performance Framework

Our Departmental Plan sits within a Planning and Performance Framework that will help us to deliver our ambitions for children and families in Leicestershire.

Level	Planning	Performance management
Partnerships and Corporate	<ul style="list-style-type: none">• Children & Families Partnership Plan• LCC Strategic Plan	<ul style="list-style-type: none">• Quarterly review by Children & Families Partnership Board• Corporate Management Team
Departmental	<ul style="list-style-type: none">• CFS Departmental Plan• Continuous Improvement Plan	<ul style="list-style-type: none">• Quarterly review by CFS DMT and CFS Overview & Scrutiny Committee
Services	<ul style="list-style-type: none">• Service Delivery Plans	<ul style="list-style-type: none">• Quarterly review by Heads of Service• Bi-Annual review by Assistant Directors
Staff Members	<ul style="list-style-type: none">• Annual Performance Reviews	<ul style="list-style-type: none">• Bi-annual review and monthly supervision by Line Managers



Strategy and Planning Bookcase



CFS Departmental Plan Action Plan 2020 -21

Ambition 1 - Help every child to get the best possible start in life

Priority	Action	Lead
Priority 1: Identify those children who would benefit from support at the earliest opportunity	1.1a Continue the development of a neo natal pathway to help identify children who may require support to include: - children and families who have spent additional time in the neo-natal ward - scoping with families who have experienced a pre-term birth with complications to clarify what their support needs were on discharge from hospital and beyond Identify from this what future resources are required from early education, early help and commissioning of school places.	Head of Service - Education Quality and Effectiveness
	1.1b Review the success of work undertaken with Portage Health and the Children and Family Wellbeing Service to promote appropriate referral.	
	1.1c Utilise 2 year health review data to identify children who may require support in order to offer early interventions	
Priority 2: Embed our offer around school readiness and children's early language skills	1.2a Strengthen collaboration with partners to improve support for early language and communication skills	Head of Service - Education Quality and Effectiveness
	1.2b Develop universal and targeted training for the early years sector on "Narrowing the Language Gap"	
	1.2c Carry out a maturity matrix with partners and develop an action plan to address identified areas for development.	
Priority 3: Promote clear and consistent messages relating to 1001 critical days and the life chances of young children	1.3a Further develop resources for parents, including an online information offer, that supports their understanding of their child's developmental needs from conception to 2 years	Head of Service – Early Help and Safer Communities
	1.3b Develop a practitioner's toolkit to help them support parent's understanding of the importance of the first 1001 critical days and the key role they play in their child's learning and development, this to include speech and language development as identified in Priority 2.	
	1.3c Develop training for practitioners (e-learning) and continue to offer face to face training packages and information workshops which can then be rolled out to partners and colleagues to deliver across their workforces	

Ambition 2 - Help children and their families build strength, resilience, confidence and capacity

Priority	Action	Lead
Priority 1: Communicate the revised Children and Family Wellbeing Service (CFWS) offer following the integration of family, youth and children centre services	2.1a Implement a communications plan, including digital and written strands, to promote the Children and Family Wellbeing Service offer on an on-going basis to families, other agencies and internal Council staff	Head of Service – Early Help and Safer Communities
	2.1b Develop early help offer of services based on learning from the design phase of Defining Children and Family Services for the Future	
Priority 2: Develop effective multi-agency identification, assessment and support for families with children who require additional support or who have special education needs.	2.2a Develop a Designated Social Care Officer role and single point of access with children's social care for EHCP Needs Assessment to coordinate information gathering for statutory EHCP related processes.	Head of Service – Special Educational Needs and Disabilities
	2.2b Develop a Special Educational Needs training package and complementary handbook for schools and relevant support workers within the department in relation to Council special educational services	
	2.2c Review the specialist pathways between Children and Family Services Special Educational Needs service and Health to assist children to get the right support at the right time.	
	2.2d Work closely with Leicester City and Rutland LAs and the CCG to develop and implement a joint commissioning strategy for SEND, to include a refreshed Neurodevelopmental Pathway and other agreed priorities.	
Priority 3: Work with partner agencies to develop early help assessments and early help support at Tier 2 of the multiagency Safeguarding Children Partnership threshold	2.3a Work with the Early Help Partnership to deliver the five workstream areas for 2021-22: <ul style="list-style-type: none"> • Partnership and governance • Early help data sets • Develop shared systems and processes • Develop the early help workforce • Engage communities in early help (see Early Help Partnership Action Plan 2021-22) 	Head of Service – Early Help and Safer Communities

Priority	Action	Lead
Priority 4: Provide effective, co-ordinated support for children at key transition points, such as school readiness and the journey to adulthood	2.4a Embed protocols within the Transition to Adulthood handbook developed between Children and Family Services Special Educational Need Service and Adult Social Care	Head of Service – Special Educational Needs and Disabilities
	2.4b Develop advice and guidance for effective transitions between schools and education settings	
	2.4c Continue to develop the offer for transition from Children and Family Services to Adult Services for all vulnerable children: <ul style="list-style-type: none"> • Working with Defining Children and Family Services for the Future to develop pathways for children with disabilities • Early identification of children supported by Children and Family Wellbeing Service/ Youth Justice who may need additional support to transition to adult services 	Deputy Assistant Director – Transformation, Head of Service – Early Help and Safer Communities & Head of Service – Special Educational Needs and Disabilities

Ambition 3 - Help children in Leicestershire to live in safe, stable environments and have secure attachments

Priority	Action	Lead
Priority 1: Ensure all children and families receive the Right Service, at the Right Time, in the Right Place	3.1a Embed relationship-based practice that promotes purposeful, responsive and inclusive service delivery	Assistant Director, Targeted Early Help and Children's Social Care
	3.1b Review the effectiveness of 16+ provision in the Children in Care service	Head of Service – Children in Care & Head of Service – Field Social Work
	3.1c Ensure every child is provided with the best outcome in the most appropriate timeframe by focusing on effectiveness of plans and interface between teams (Defining Children and Family Services for the Future – Pathway project) to include: <ul style="list-style-type: none"> • Re-focus work of Family Intervention Workers • Re-focus work of the Dedicated Placement Service Team for edge of care and placement stability • Improve the quality of assessments and plans to ensure they are sufficiently focused on need, strength-based actions that will keep children safe and ensure best outcomes for children • Drive timely and appropriate responses and permanence decisions that improve outcomes through effective management decision points 	Deputy Assistant Director, Transformation & Head of Service - Field Social Work
	3.1d Strengthen and align the LCC and Partnership offer through the Child Exploitation Hub, to children at risk of exploitation including missing children and those at most risk of entering the Youth Justice System due to these vulnerabilities.	Head of Service - Field Social Work & Head of Service – Early Help and Youth Justice
	3.1e Continue to develop and build on our partnership approach and response to reports of Domestic Abuse (DA) through our DA framework to ensure children and families receive appropriate support	

Priority	Action	Lead
Priority 2: Ensure we have sufficient, good quality placements to meet children's needs	3.2a Strengthen the use of the new placement referral forms, focusing on the type of care, skills and environment required from the carer to meet the child or young person's needs	Deputy Assistant Director - Transformation
	3.2b Embed regular placement provider events to help providers understand Leicestershire's children and needs	Head of Service – Commissioning and Planning
	3.2c Establish residential provision based on the needs of our children and young people that will provide the right care and support at the right time and providing this care locally so that the children remain close to their communities, friends, schools and other provisions like CAMHS (Children's Innovation Partnership)	Deputy Assistant Director - Transformation
	3.2d Ensure every child has access to the setting of care that will deliver the best possible outcome by (Defining Children and Family Services for the Future – Pathway project) including: <ul style="list-style-type: none"> • Maximising the availability of our high-quality in-house services • Reducing the inappropriate use of residential care by creating viable alternatives 	Deputy Assistant Director - Transformation
	3.2e Ensure the Council has a solid market presence through: - Leading on need-based assessment to influence private providers including Independent Fostering Agencies, 16+ supported accommodation and residential care - Identifying innovative partnership solutions to address need across the entirety of the child's journey.	Head of Service – Commissioning and Planning
	3.2f Ensure privately fostered children live in safe environments which meet their needs by: <ul style="list-style-type: none"> • Exploring and testing avenues for improved community awareness • Reviewing of operational management of private fostering cases in localities (consistency of practice) and impact of internal communications to improve referrals 	Head of Service – Children in Care & Head of Service – Field Social Work
	3.2g Ensure all carers are confidently able to meet the emotional needs of children through the delivery of specific training like therapeutic parenting, as a core offer	Head of Service – Children in Care

Priority	Action	Lead
Priority 3: Children understand their care plan and have emotional permanence	3.3a Support children to understand their journey and to have a voice in what happens to them through relationship-based practice that includes consistent use of purposeful direct work and consideration of the child's voice	Assistant Director, Targeted Early Help and Children's Social Care
	3.3b Good mechanism for the identification and tracking of children who requirement permanence decisions through fostering in place including: <ul style="list-style-type: none"> • Technical solution • Reviews bring robust oversight of permanence for children in care. 	Head of Service – Children in Care & Head of Service – Safeguarding Assurance
	3.3c Children know that they have permanence and understand what this means because: <ul style="list-style-type: none"> • They are consulted before Permanence Panel • They celebrate permanence when it is agreed • Children have an explanation of their care journey like Words & Pictures and/ or their life story work • Children's care plans and decision-making benefit from strong challenge and quality assurance from the independent statutory reviewing process. • Care plans and records are written to children so that they understand their plan and their voice is captured in all aspects of the planning. 	Head of Service – Children in Care
	3.3d Provide access to a range of experiences that reflect a variety of interests and cultural heritages to build confidence and provide children with a positive identity as a looked after child.	Head of Service – Children in Care
Priority 4: Support young people to prepare for adulthood	3.4a Promote the completion of the ASDAN qualifications to ensure children are supported by their carers and social workers to learn core skills of independent living and to have experiences that prepare them for adulthood	Head of Service – Children in Care
	3.4b Children and young people understand their education and career choices and are supported to test these choices by their Personal Advisors and, if needed, by accessing specific advice and guidance and work experience opportunities	
	3.4c Ensure young people who are vulnerable due to their health and developmental needs have clear pathways to services and understand their Leaving Care Health Summary.	
	3.4d Engage Youth Offending Service, Transitions, Health provision, Department of Work and Pensions, Housing and other parties early through the High-Risk Panels to develop shared care and pathway plans, particularly for the most vulnerable children	Head of Service – Children in Care & Head of Service – Early Help and Safer Communities
	3.4e Promote the Offer to Children in Care and Care Leavers in Leicestershire to ensure young people, families and other agencies understand this offer	Head of Service – Children in Care

Ambition 4 - Help every child to have access to good quality education to ensure they achieve their maximum potential

Priority	Action	Lead
Priority 1: Ensure that pupils with Special Educational Needs and Disabilities (SEND) achieve the best possible outcomes delivered through appropriate education settings	4.1a Deliver the additional places set out in the High Needs Block development programme to meet the needs of children with Special Educational Needs (Capital programme phases 1 and 1a) for September 2020/January 2022 opening.	Head of Service – Education Sufficiency
	4.1b Progress the development of Bowman SEMH Free School to open in Shepshed in September 2023 (and remodelling of the Shepshed Iveshead/St Botolphs campus)	
	4.1c Develop a Phase 2 capital programme and funding strategy to provide additional SEND places from 2023 onwards	
	4.1d Review and improve our commissioning arrangements to enable better management of Education, Health and Care Plans and support for families	Head of Service – Special Educational Needs and Disabilities
	4.1e Promote and develop inclusive, attachment and trauma-aware practice within schools and educational settings which is supported and driven by school senior management and governors for the benefit of all children	Head of Service - Education Quality and Effectiveness
	4.1f Manage the relocation and restructure of Oakfield Short Stay School and related outreach functions	
Priority 2: Ensure that every child has access to good school places in all Leicestershire areas	4.2a Deliver the school expansion schemes within the 2021/22 capital programme	Head of Service – Education Sufficiency
	4.2b Develop a robust and deliverable capital programme for 2022 onwards to provide additional school places following DfE confirmation of 2022/23 basic need capital grant	
	4.2c Progress commissioning arrangements to open the new Ashby Hastings Primary School in September 2021 and Castle Donnington New Primary in September 2022.	
	4.2d Progress works to confirm Section 106 education contributions for major housing developments (SUE's) to include Melton, Broadnook, Lutterworth, SE Coalville and others	
Priority 3: Ensure best possible outcomes for all learners	4.3a Undertake targeted development work through Leicestershire Education Excellence Partnership for reading, writing and mathematics	Head of Service - Education Quality and Effectiveness
	4.3b Evidence based practice for literacy and numeracy	
	4.3c Promote understanding of Social, Emotional and Mental Health and in-school provision that enables pupils with Social, Emotional and Mental Health to access learning	
	4.3d Recruitment and retention of a suitably skilled workforce	
	4.3e Continue to strengthen relationship with Multi-Academy Trusts and Teaching School Alliances	
Priority 4: Effective admissions arrangements promote diversity and choice and meet the needs of vulnerable groups	4.4a Implement a revised school admissions policy for September 2022, subject to the outcome of DfE consultation	Head of Service – Education Sufficiency
	4.4b Review and potential restructure the admissions service to provide a fit for future model (September 2021)	

