

# **Quality Protects**

“Transforming the Management and Delivery of  
Children’s Social Services”

## **TELFORD & WREKIN’S MANAGEMENT ACTION PLAN**

**Year 3  
2001-2002**

**April 2001**

# Acknowledgements

This Plan could not have been compiled without the help of many people.

Their contributions, great and small, are much appreciated.

**If you would more information about the Quality Protects Programme, please contact Graham Tilby on 01952 202883.**

# Foreword

Children and young people continue to be of major importance to realising Telford & Wrekin's vision of **building a successful prosperous community for the 21<sup>st</sup> Century, providing a high quality of life for all**. We are continuing to invest in an approach that encourages young people to take an active role in the life of the council. In particular, we are keen to listen to their views.

As we enter the third year of the Quality Protects Programme, we are determined to ensure that the children and young people receiving services and in our care have the same opportunities as any other child living in our area. This includes making their views known directly to their corporate parents and elected members.

For the first time, a proportion of the Special Grant has been ring-fenced for services to meet the needs of disabled children and their families. The extension of the Quality Protects initiative for a further two years offers us a framework for developing family support services and ensuring that we remain focused on these activities.

Ensuring that children and young people are properly and safely cared for, at home, or in approved quality placements remains high on our agenda. A healthy, enjoyable and safe childhood is a key feature in ensuring a successful transition to adulthood. Not all children have this experience and so we are committed to helping them enter adult life with the support and assistance to help compensate for this. The new Care Leavers legislation will provide us with a valuable foundation to achieve this aim. We will ensure that young people leaving our care will have every opportunity to live successful, non-dependent adult lives.

This Management Action Plan will play an important and essential role in helping us as a council and in collaboration with our partners, promote and safeguard the welfare of vulnerable children and families within our community.

**Pauline Picken**  
**Deputy Leader of the Council and Chair of the Children & Young People's Strategy Group**

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# Quality Protects

## Introduction

Quality Protects was originally launched in September 1998 as a 3-year Programme aimed at 'Transforming the Management and Delivery of Social Services' to Children in Need and their Families. It is about improving the well-being of children for whom the local authority has taken on direct responsibilities – those children who are looked after, children in the child protection system and vulnerable children requiring active support from Social Services. In November 2000, the Government announced the extension of the Quality Protects Programme for a further 2 years until 2004.

All local authorities have been required to submit an annual Management Action Plan (**MAP**) for approval to the Department of Health by the end of January, to address specific national objectives for children's social services. Telford & Wrekin Council received £207,000 in Year 1 and £329,000 in Year 2 from the Quality Protects Special Grant. The Special Grant allocation for Year 3 is £417,213 together with £377,077 ring-fenced money for care leavers (not additional funding) and £42,072 for disabled children. In addition, a further 10% of each Priority Area should be spent on services to disabled children.

## Priority Areas

The national Priority Areas for spending Year 3's Special Grant are as follows:

- **Expanding Placement Choice**
- **Increasing Support to Care Leavers (Ring-Fenced)**
- **Improving the Life Chances Looked After Children**
- **Improving Assessment & Care Planning**
- **Enhancing Capacity to Manage Change (Human Resources)**
- **Enhancing the development and use of Management Information**
- **Listening to the views and wishes of Children & Young People**
- **Improving Quality Assurance Systems**
- **Improving Services to Disabled Children (Ring-fenced)**

# National Objectives for Children's Social Services

## Ensuring Stable, Secure, Safe and Effective Care for All Children.

**Objective 1:** To ensure that children are securely attached to carers capable of providing safe and effective care for the duration of childhood.

By :

- Supporting families to help children in need be as successful as possible in their lives
- Ensuring more stability for children in the care of local councils
- Helping children who need them find secure homes with adoptive parents
- Making sure that, where adoption is the right thing, children in care are adopted as quickly as possible
- Making sure that, where long term fostering is the right thing, children in care are placed in long term foster care as quickly as possible.

*Relevant Performance Indicators:* **PAF A1, C23, D35, E44**  
**QP 1.1.2, 2, 2a, 2b, 2c, 2d, 2e**

## PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN

### DEVELOPMENT OF AN OVER-ARCHING PLACEMENT STRATEGY:

- Completed audit of parenting schemes within T&W funded by QP - 43% of schemes consented to information being placed on Children's Information Service (CIS) accessible to the public.
- Increased access to free day care and leisure provision through Springboard and Early Years Development and Childcare Partnership (EYD&CCP) - Springboard worked with 88 families between 1.9.99 and 31.1.00.
- Established short-term breaks scheme for children in need - 10 carers approved in first year (6 of which transferred to full-time fostering) total of 9 children placed with remaining 4 carers.
- Extended respite provision for disabled children both through short term breaks (NCH Project - 36 children) and holiday play-schemes (74 children).
- Commissioned service evaluation of needs of children from ethnic minority backgrounds (QP funded).
- Extended residential home by 2 places to undertake short-term assessments - 38% of children placed in this home since 1999 have returned directly home. Overall 18% of looked after children (LAC) returned home during last 12 months.
- Targeted recruitment campaign during national adoption week for prospective adopters from ethnic minority communities - currently have 10 approved adopters awaiting placement and 6 undergoing training from these communities.
- Proportion of LAC from ethnic minority groups is neither over nor under representative of community at large.
- Proportion of LAC with key worker (QP 1.1.2) increased from 94% to 97% (31.3.2000).
- Realigned Children & Families Division resulting in dedicated services to LAC and Family Support.
- Established comprehensive Conferencing & Reviewing and Management Information Systems (Progress & Evaluation Unit) - proportion of reviews completed within required time-scales (QP4.0.1) increased from 69% to 85.6% at 31.12.00 (Joint Review).

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND,  
AND HOW WE WILL ACHIEVE IT:**

CONTINUED DEVELOPMENT AND IMPLEMENTATION OF PLACEMENT STRATEGY LEADING TO:-

**Increased support to enable children to remain within families through:**

- ~ increase to 70% by 31.3.02 the proportion of parenting schemes available via CIS (EYD&CCP).
- ~ increase number of short term break carers by 5 per year and number of children using the service to 15 by 31.3.02.
- ~ 15 disabled children linked to QP funded 'home-based' care by 31.3.02 in response to consultation with parents on support needs (Disabled Children -Joint Review).
- ~ 70 families supported by 31.3.02 through family support scheme (QP) in partnership with Sure Start & EYD&CCP.
- ~ reviewing service delivery in response to Service Evaluation into the needs of children from ethnic minorities.
- ~ increase overall proportion of LAC returning home to 25% by 31.3.02 through implementation of placement strategy - extension of short-term assessment service to foster carers.
- ~ maintain current level of expenditure on Family Support (PAF E44) at 31% (high score on PAF).
- ~ increase by 15% number of families accessing Springboard by 31.3.02.

**Increase stability of placement for children who cannot live at home and redress PAF D35 (48% against Unitary average of 49%) and PAF A1 (increased from 15% to 16% - NB: this equates to an increase of 2 children) through:**

- ~ apportioning 10% of Community Support resource to supporting children in placement.
- ~ ensuring that 100% of LAC reviews are completed within required time-scales (QP4.0.1) by 31.3.02 and 100% of LAC have a named social worker (QP1.1.2) by 31.3.01 through continued QP funding of additional 0.5 reviewing officer and role of Progress & Evaluation (P&E) Unit in actively tracking and monitoring performance. (Management Information and Quality Assurance).

**Provide stable permanent alternatives to birth families where necessary through:**

- ~ continuing high achievement in adoption and extending post adoption support through QP funded post (PAF C23) - average time of children looked after before adoption (QP2) is 25.8 months (well below Unitary average).
- ~ implementation of revised Residence Order Allowances Policy which removes the financial disincentive for carers.

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

**What are the key elements of our strategy to provide more family placements through:**

### **(a) Foster Care**

- Undertake local recruitment campaign following poor response from national campaign including targeted recruitment within ethnic minority communities and establish formal system for follow-up and recording in relation to all enquiries.
- Extend fee-paid scheme for foster carers as part of Placement Strategy.
- Continue to develop respite opportunities for foster carers. (Placement Strategy)
- Continue support and fund foster carers in undertaking NVQ3 - 15% completed, 11% commenced (increase to 50% by 31.3.03), 3 foster carers approved as NVQ assessors (Managing Change).
- Develop designated support to foster carers in partnership with Education and Health (CAMHS).
- Develop sub-regional consortium re specialist family placements in partnership with voluntary organisation, Education and Health.
- Fully implement National Standards for Foster Care through Placement and Corporate Parenting Task Groups.
- Implement revised Eligibility Criteria (Joint Review).

### **(b) Adoption**

- Maintain high performance of Joint Adoption Services - reflected by recent survey of Best Value Reviews of Adoption Services within Unitary Authorities (QP2a-e are variable due to small numbers of children placed or waiting adoptive placements but remain below Unitary averages).
- Extend post adoption service (jointly with Shropshire) through QP funding of 1.5 social work posts in Year 3 (0.5 by T&W).
- Develop local response to National Standards Consultation and once Code of Practice is issued audit against current practice and develop an Action Plan
- The figures below show normal operating margins. Children waiting are reviewed monthly and all adopters are referred to West Midlands Family Placement Consortium to ensure they do not wait unnecessarily long periods for a suitable match.

<b>Number of approved adopters @ 1.1.01 who do not have children matched or placed with them</b>	<b>5</b>
<b>Number of children @ 1.1.01 with adoption as the plan who do not have an adoptive family matched with them and have been waiting more then 6 months</b>	<b>7</b>

**What steps are we taking to ensure that you have the appropriate range and level of residential placements?**

- 2 additional places within residential home for short-term assessments, increasing total number of residential places to 17.
- Continue to fund residential social workers (x3) through QP.
- Introduce revised eligibility criteria for residential care (Joint Review).
- Develop sub-regional consortium with regard to specialist residential placements in partnership with voluntary organisation and partners.
- Ensure young people have access to range of educational and leisure services through designated support from Education Welfare Service, Educational Psychologist and role of Education staff as Regulation 22 visitors.
- Extend ability to manage challenging behaviour through appointment of Mental Health Practitioner specifically to work with LAC.
- Continue to support programme of NVQ3 and NVQ4 courses being undertaken by staff (QP14) (Managing Change).
- Residential services represented on Corporate Parenting Task Group.
- Develop local provision to meet the needs of disabled children and children & young people with mental health problems in partnership with Health (no health-funded residential provision 'in-house').

## Protecting Children from Abuse and Neglect

**Objective 2:** To ensure that children are protected from emotional, physical and sexual abuse and neglect (significant harm)

By :

- Bringing down the numbers of children who die as a result of abuse
- Stopping as much child abuse as possible
- Making sure that as few children as possible suffer from repeated abuse.

*Relevant Performance Indicators:* **PAF A3, C20, C21**  
**QP 2.3.5**

### PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN

- Established T&W Area Child Protection Committee (ACPC):
  - ~ ACPC Business Plan completed and approved.
  - ~ ACPC Policies & Procedures revised to take account of new Working Together, include Guidance on working with black & ethnic minority families and hearing impaired children & those who communicate in other ways.
  - ~ On-going programme Child Protection Awareness Training - 191 local authority staff, 44 voluntary sector staff, 90 health staff and 224 staff from private organisations including 47 staff from private Early Years settings have completed training (since 1.4.00).
  - ~ ACPC approved other organisations Child Protection Policies e.g. Sure Start.
  - ~ ACPC approved revised inter-agency protocol on Children who go Missing from Care.
- Corporate Child Protection Policy relating to staff recruitment and employment completed and approved by ACPC & Children & Young People's Strategy Group - 100% of T&W staff received information and training programme commenced (Managing Change).
- Multi-agency Task Group (Assessment & Planning established to ensure safe child protection service as part of Family Support Strategy - 86 staff attended Awareness/Training sessions re: Framework for Assessment.
- Appointed additional 0.5 Child Protection & Reviewing Officer and established system for tracking Conferences within P&E Unit - reviews of child protection cases within required time-scales (PAF C20) increased from 86% to 91%, on target for increase to 96% by 31.3.01 - already well above unitary average of 80% (Management Information and Quality Assurance).
- PAF C21 - despite increase in percentage of children who have been on the Child Protection Register (CPR) for 2 or more years to 3.2%, position remains well below unitary average of 9%
- QP 2.3.5 - % of children on the CPR with key worker improved from 95% to 98% (31.12.00).
- Established Rights & Representations (Advocacy) Project for LAC providing additional safeguards to those children - 100% of LAC and their carers contacted.
- Children from ethnic minority backgrounds constitute 4% of all children on CPR (consistent with latest census figures for general pop).
- 25% of Disabled Children's Team undertaken Memorandum of Good Practice Training.
- Research into families with complex needs commenced alongside work to progress information sharing protocol (Invest to Save Project).

**Increased level of protection for children within the community through:**

- ~ monitoring of Corporate Child Protection Policy including the recruitment and use of volunteers.
- ~ implementation of Child Protection and Sports Policy.
- ~ continuing multi-agency Child Protection Awareness Training (including needs of disabled children) - 5 multi-agency thematic training days planned for 2001. 50% of Disabled Children's Team trained on Memorandum of Good Practice by 31.03.02.
- ~ Implementation of multi-agency Domestic Violence Policy linked to revised ACPC Procedures.
- ~ development of tiered approach enabling increased community-based Family Support e.g. Sure Start, Woodside Families Project, Madeley & Oakengates Nurseries (Family Support Strategy).

**Sustained improvements in levels of care through:**

- ~ development of QP funded Family Support Scheme with voluntary organisation in partnership with Sure Start and EYD&CCP (target of 70 families by 31.3.02) to reduce proportion of re-registrations to 19% by 31.3.03 (PAF A3).
- ~ develop more integrated response to families with complex needs (including where there are child protection needs) through the WISE (Working to Integrate Services Effectively) Project Action Learning Research Model. (80 staff participated in focus groups).

**Effective assessment and progress of Protection Plans to ensure that children return to safe surroundings as quickly as possible through:**

- ~ ensure that 80% of front-line staff receive core skills training in relation to Framework for Assessment by 31.12.01 (QP funded).
- ~ monitoring key worker and Conferencing time-scales to maintain current level and increase to 100% by 31.3.02 (PAF C20)
- ~ implementing quality assurance systems in relation to planning to retain low levels of children on CPR for 2 years (PAF C21 currently 3% - well below Unitary average).
- ~ respond to Service Evaluation of needs of children from ethnic minority backgrounds.

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

### **What systems are there for monitoring and auditing revised time-scales for child protection processes as set out in the revised Working Together?**

- System of conducting 3 month review of child protection cases long-established as part of Conferencing practice (90% of first reviews conducted within 3 month time-scale since 1.4.2000) - extension of the role of the Management Information Assistants (P&E Unit) to monitor Conference time-scales to meet requirements of CPR2 (Management Information and Quality Assurance).
- Child protection tracking form detailing action/decisions from referral to Conference to be introduced, monitored by Year 3 QP funded Duty Administration post (Assessment Framework) and by Team Manager within supervision (Assessment & Planning).
- Child protection supervision form to be reviewed to include monitoring of visits made by social worker where child has been seen in line with Audit Commission Indicator (new local indicator to be introduced to ensure minimum of monthly visit by SW).
- Role of P&E in developing quality assurance mechanisms - case file audits and improved active tracking to ensure CP reviews are booked within time-scales

### **What progress have we made in implementing the other changes required by revised Working Together?**

- ACPC Policies & Procedures revised to incorporate changes required under new Working Together - to be launched 1.3.01 - includes expanded definitions of abuse and neglect; amendments to the sections on agency responsibilities and make the links with Framework for Assessment. The procedures highlight the needs of particular groups of children including those who live away from home, disabled children, those caught up in domestic violence, those at risk of sexual exploitation, and those whose parents have mental health problems.
- The Telford & Wrekin partnership have begun work on an inter-agency information sharing protocol and the training on the Framework for Assessment addressed the issues of confidentiality.
- ACPC Business Plan completed and approved, to be published in March 2001 in line with launch of new procedures.
- Range of protocols in place approved by ACPC including 'those who go missing from care', domestic violence' corporate policy on child protection in respect of recruitment and employment, confidentiality (for Youth Service) and needle exchange protocol for young people who use the services of the Substance Misuse Team.



## **PROGRESS *continued***

- Service Evaluation of needs of ethnic minority children commissioned - CIN Census shows children from these communities (PAF E45) neither over or under represented on social workers' caseloads.
- Parenting Programmes commissioned by Youth Offending Team - 4 parents attended first group.
- Local Protocol agreed between Adults and C&F in the event of unaccompanied Asylum Seekers - member of West Midlands Asylum Seekers Forum - currently 2 unaccompanied children.
- Research completed into the needs of Young Carers - Carers' Grant used to provide small grants for activity based respite.

## **WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND, AND HOW WE WILL ACHIEVE IT:**

### **Improved multi-agency assessments, access to services and support in using universal services through:**

- ~ continued multi-agency training on Framework for Assessment (80% of front line staff trained by 31.3.02) (Assessment & Planning).
- ~ increased take-up of nursery provision by 10% (from 49.9% to 60% by 31.3.02) through Early Years geographical targeting with regard to children from ethnic minority backgrounds and travelling families (Sure Start)
- ~ establishing links with high exclusion/low achieving schools (4 schools by 31.7.01)
- ~ using assessment process to identify health and development needs and work with Primary Care Group (PCG) in targeting these.
- ~ establishing multi-agency Disabled Children's Forum with service users/carers' participation to develop a 3 year action plan - increase family support services, including QP funded home-based provision (15 children by 31.3.02). (Disabled Children - Joint Review)
- ~ extending Advocacy Service (R&R Project) to all children in need by 2003 (QP funded)
- ~ ensuring continuum of service using Joint Strategic Group (Children's Services Planning Forum) to ensure links between Sure Start, Children's Fund and Connexions.
- ~ development of QP funded Family Support Scheme with voluntary organisation in partnership with Sure Start and EYD&CCP (target 70 families by 31.3.02).
- ~ reviewing services in response to the service evaluation of needs of ethnic minority children and their families.
- ~ build on work commenced to support young carers through Council of Voluntary Services. 3 currently supported, increase to 10 by 31.3.02.
- ~ 10% increase in use of leisure flex cards (C&YP and disabled children) by 31.3.02 and specific targeting of Active Support Scheme to disabled children, young women and ethnic minority groups and priority neighbourhood areas.
- ~ complete disability capital improvement schemes within Leisure Centres by 31.3.01.
- ~ increase use of Sports Galore placements for children in need - increase to 10% by 31.3.02.

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND)**

**How are we ensuring effective linkages with the following programmes and/or objectives:**

### **(a) Connexions**

- Connexions Partnership formed for launch of Connexions Service in April 2001 - Connexions Manager part of Joint Strategic Group and Collaborative Team (children's services planning) and Children & Young People's Strategy Group (T&WC)
- Connexions Service to be involved in Quality Protects Care leavers Task Group to agree protocols and roles with regards to Pathways and Personal Advisors to care leavers - likely to involve re-defining role of QP funded Outreach Workers
- Connexions invited to participate in Care Leavers Conference in May 2001.
- Connexions Service part-funding Young Carers Workshop for senior officers and elected Members in partnership with Social Care and Council for Voluntary Service.

### **(b) Sure Start**

- Sure Start part of multi-agency Quality Protects Assessment & Planning Task Group leading on implementation of Framework for Assessment - evaluation agreed within Sure Start area.
- Sure Start Project Manager member of Joint Strategic Group - lead commissioning group concerning children's services planning.
- Protocols agreed between Sure Start and Family Support Services - 99 referrals (multi agency and self) made between 1.4.00 and 31.12.00 involving 109 children.
- Agreed quarterly management information exchange between Sure Start and Children & Families Division - information includes number of child protection referrals, Conferences and Registrations, numbers of looked after children within Sure Start area.
- Service Development Manager for Children & Families member of Sure Start Management Committee.
- Sure Start Child Protection Procedures approved by ACPC.
- Sure Start representation on Support Action Meetings (SAM's) - multi-agency meeting of providers of family support services to ensure development of appropriate support packages for families

### **(c) Health Improvement Programme (HImP)**

- Health Policy Advisor for Social Care part of HImP Steering Group. Consultant in Children's Public Health (author of Children's Section within HImP) part of Joint Strategic Group for Children and QP multi agency co-ordination group.
- HImP Priority Targets in respect of children's health - several identified within Children's Services Plan:
  - ~ preventing teenage pregnancies and supporting teenage mothers.
  - ~ development of joint parenting strategy.
  - ~ continued development of 'Dream Team': multi-disciplinary mental health services for children with learning difficulties.
  - ~ development of child protection medical services.
  - ~ development of paediatric diabetic, physiotherapy and occupational therapy services and continuance of jointly funded school-based speech and language therapy
  - ~ development of community-based palliative care and children's respite care services

### **(d) Joint CAMHS Development Strategy**

- Joint Service - social work staff seconded to Community & Mental Health NHS Trust Child & Family Service (CFS).
- CFS Manager part of Children & Families Management Team.
- Social Care representation on CAMHS Steering Group, which has identified main priorities for children in need as extension of Family Therapy services and appointment of Service Development Officer and development of multi-disciplinary service for children with learning difficulties.

**Good Life Chances for *Children in Care* : good education, health care and social care**

**Objective 4:** To ensure that children looked after gain maximum life chance benefits from educational opportunities, health care and social care.

By :

- Helping children in care do as well at school as other children in the area
- Making sure that children in care grow up fit and well
- Bringing down the numbers of children in care who get in trouble with the police
- Making sure that black and ethnic minority children in care are as successful as possible

*Relevant Performance Indicators:* PAF A2, C18, C19, C24  
QP 4.0.1, 8, 9, 10

**PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN**

- 0.5 Designated Educational Psychologist (EP) appointed to work with LAC and their carers taking lead responsibility for progressing 'Education of Children in Public Care' Guidance.
- 100% of schools identified designated teacher for LAC, 40% trained including all schools currently attended by a LAC.
- 50% of LAC achieved 1 or more GCSE at Grade A-G (PAF A2), 5 achieved 5 GCSE's (towards PSA for 2004).
- Education staff appointed as Regulation 22 visitors, with education issues included within reporting to Elected Members.
- System established with Community NHS Trust to undertake comprehensive medical assessments - 100% of LAC since 1.10.00 (placed 'in-house') who consent have been assessed/monitored by a Comm. Paediatrician (PAF C19).
- Secured CAMHS development money to appoint designated Mental Health Practitioner.
- Revised Joint Protocol arrangements (with Health and Education) to ensure that any child placed out of authority has their Education, Health and social needs fully assessed (no local provision for disabled children).
- Appointed additional residential social workers (RSW) x3 through QP funding - 2 additional places for LAC for short-term assessments.
- Established R&R Project for LAC - 100% of LAC and carers contacted, 50% of target group attended initial event, 25% now actively involved in LAC forums, directly linked to Youth Council, Corporate Parenting Task Group and C&YP Strategy Group (T&WC).
- Commissioned Service Evaluation of needs of ethnic minority children and their families (local figures expressed as QP10 show children from these communities are neither over or under represented in the looked after system).
- Reached agreement to join Independent Visitors' Scheme - recruitment process commenced in relation to local Project Manager.
- Realigned Children and Families Division to establish dedicated services to LAC within single location - Care Planning Team, Family Placement Team, 16+ Team and EP (LAC) - life story resource developed.
- % of LAC with a named social worker (QP 1.1.2) increased from 94% to 97%.
- Established Reviewing and Management Information Systems (P&E Unit) - proportion of LAC reviews completed within required time-scales (QP.4.0.1) increased to 85.6% by 31.12.00.

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND,  
AND HOW WE WILL ACHIEVE IT:**

**Increased clarity and commitment to the Education of LAC; improved access to health related services; increased stability of placements and proactive progress on achieving care plans through:**

- ~ 100% of Designated Teachers for LAC, 50% of School Governors trained by 31.12.01 through continued funding of 0.5 Designated EP.
- ~ 100% of LAC educational needs are addressed and monitored via a Personal Educational Plan (PEP) through role of Designated Teachers and 0.5 EP (LAC) by 31.3.02.
- ~ 100% (revised) of LAC have their health needs assessed and monitored by Community Paediatrician (PAF C19) by 31.3.02.
- ~ increase stability of placements (PAF D35) and reduce proportion of LAC who have 3 or more placement moves within 1 year (PAF A1) to 15% by 31.3.02 through:
  - ~ apportioning 10% of Community Support Team capacity, providing increased respite opportunities and dedicated educational/health support to carers through 0.5 EP and Mental Health Practitioner for LAC (CAMHS)
  - ~ ensure that at least 95% of LAC reviews within preceding 6 months are completed within required time-scales (QP 4.0.1) by 31.3.02.
  - ~ maintain current low level of permanent exclusions (QP9) at 3% =general population
  - ~ ensure that at least 98% of LAC have named social worker (QP 1.1.2) by 31.3.01 through role of P&E Unit and R&R Project.
- ~80% of LAC who require an Independent Visitor (IV) are matched with an IV by 31.12.01(100% by 31.3.02).
- ~each LAC's dental health to be addressed and monitored by designating them as priority cases for NHS treatment.
- ~ develop local means of meeting needs of disabled LAC children by agreeing continuing health care criteria and Health Act, Sect. 31.
- ~ progress children's Care Plans speedily and efficiently through to permanency where appropriate by continued contingency planning, tracking of time-scales (P&E Unit) and of plans between reviews (supervision). (Management Information & Quality Assurance).
- ~ increase number of LAC actively involved with R&R Project to 50% of targeted group by 31.12.01 through continuation of QP funding and development of LAC Forums. (Listening to C&YP)
- ~ reduce from 16.3% (PAF C24) to 15.5% by 31.3.03 proportion of children with unauthorised absence (towards population level) by development of PEP's and role of dedicated EP.
- ~ implement Placement Strategy (QP funded) - ensure Pre/Individual Placement Agreements are monitored/evaluated.

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

### **(a) Improve educational attainment of looked after children**

#### **Move towards PSA target of 15% of LAC obtaining 5 GCSE's by 2004 through:**

- Support role of Designated Educational Psychologist for LAC - 100% of Designated Teachers and 50% of School Governors trained by 31.12.01, monitoring of PEP's and advice/support to carers and LAC.
- Develop a multi-agency response to exclusion as part of Education Inclusion Strategy/Policy.
- Establish Network of Designated Teachers linked to Corporate Parenting task Group and SEN Forum by 31.3.02.
- Engage with Education Action Zone (EAZ) - looked after children designated as a priority group of 'under-achievers'.
- Consult with LAC through LAC Forums, particularly in relation to how to recognise and reward educational achievement in a broader sense and specifically among children with special educational needs arising out of disability.
- Complete Service Evaluation into the needs of ethnic minority children and develop appropriate links with Multi-Cultural Team (Education), EYD&CCP and EAZ (ethnic minority and children from travelling community are identified as other 'under-achieving' groups).
- Training for social workers and carers in educational matters through EP (LAC).

### **(b) Improve access and delivery of health care to looked after children**

- Extend Community NHS Trust role in undertaking comprehensive health surveillance by Community Paediatrician to all LAC and providing designated Medical Advisor to Fostering Panel (HImP Priority).
- Appoint and support role of Mental Health Practitioner for LAC (CAMHS Development funding) through inclusion on QP Corporate Parenting Task Group.
- Ensure that all LAC have priority access to dental services by 31.3.02.
- Consult LAC through Rights & Representations (R&R) Project - ascertain what health means to LAC and ways of improving access to health care (ensure health representation on R&R Steering Group).
- Complete Service Evaluation of the needs of ethnic minority children and their families and develop appropriate responses to health issues.

**(c) Reduce teenage pregnancy and support teenage parents into education, training or work**

- Telford & Wrekin secured additional funding due to high conception rates, particularly among girls aged 13-15 years:
  - ~ co-ordinate response from Primary Care & Education Re-Integration Workers towards looked after children who become or who are at risk of becoming pregnant (Education Worker currently involved with 1 looked after child).
  - ~ develop Sexual Health Policy for LAC in partnership with local sexual health services and teenage pregnancy workers.
  - ~ expand alternative education provision for school-age mothers through Pupil Inclusion Plan.
  - ~ establish in partnership with Education and Health work with teenage fathers.
  - ~ support the development of a 10-year Teenage Pregnancy Reduction Strategy through representation on the Teenage Pregnancy Forum and Working Group.

**(d) Increase opportunities and support for children and young people in care to participate in leisure, cultural and sporting activities**

- Develop increased access to leisure/sporting and cultural activities for LAC through use of volunteers scheme and continued use of FLEX cards (free provision) for carers - ensure Leisure, Culture & Community (LC&C) representation on Corporate Parenting Task Group.
- Conduct audit of carers (foster carers & RSW's) use of leisure and sporting facilities/activities to identify ways of improving opportunities.
- Consult with looked after children through LAC Forums to identify ways of improving and supporting opportunities/activities - use Corporate Parenting Task Group to progress issues.
- Develop increased access to leisure/sporting activities for disabled children following consultation with service users/carers via Disabled Children's Record - ensure LC&C representation on Disabled Children's Forum.

**(e) Narrow gap between proportions of looked after children and their peers who have had a final warning or are convicted**

- Reduce proportion of looked after children who have offended - 15% of LAC in 1999 reduced to 10.1% by 31.8.00 (narrowed the gap between offending rates of looked after children and general population.
- Proportion of looked after children (for 1 year or more) who have been cautioned or convicted (PAF C18) continues to remain higher than general population - continue to reduce towards 4.6% to meet PSA target for 2004.
- Complete mapping exercise (funded by YOT) in relation to offending patterns to identify ways of improving service delivery/practice and identifying areas for service development.
- Protocols developed and agreed between Children & Families (Family Support & LAC) and Youth Offending Team to ensure clarity of roles - programme of joint training to be developed to enhance joint working.

## Improving Support to Care Leavers

**Objective 5:** To ensure that young people leaving care, as they enter adulthood, are not isolated and participate socially and economically as citizens.

By :

- Making sure that young people who were in care when they were 16 are studying, training or working when they are 19
- Making sure that SSD's are still in touch with young people who were in care aged 16, three years later when they are 19
- Making sure that young people leaving care are living in good accommodation at the age of 19.

<i>Relevant Performance Indicators:</i>	<b>PAF A4</b> <b>QP 5.2.1, 11 5.2.1a, 12, 5.3.1a</b>
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### PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN

- Appointed Outreach Workers (x4) to 16+ team (need for support out of office hours) through QP funding – 2 of whom are from ethnic minority backgrounds
- The low numbers of care leavers (3 out of 55) from ethnic minority backgrounds means that their needs can be met by individually tailored packages of support.
- Developed systems to track care leavers - although proportion of young people with whom the 16+ team is in contact with (QP 5.2.1a) has fallen from 90.1% to 85%, position remains well above unitary average.
- QP 5.3.1 - despite decrease in the proportion of care leavers who are known to have suitable accommodation (22 out of 26 young people), current position of 85% remains above unitary average and on target for 95% by 31.3.02 (QP12).
- 16+ Team supported 5.7% of care leavers to live independently (Best Value), compared to a unitary average of 2%.
- New Start funded post within Further Education to support vulnerable young people including care leavers.
- 16+ Team facilitated Skills Group for care leavers - attended by 25% of care leavers with positive feedback.
- Established voluntary exit interviews for care leavers – received positive feedback from service users.
- Commissioned Service Evaluation of needs of care leavers from ethnic minority backgrounds.
- Established working group with Adult Service to develop transition protocol for disabled care leavers.
- Established Care Leavers Task Group with multi-agency membership to implement QP and Care Leavers Act.
- Benefits Advisor is member of Task Group and of regional implementation group.
- Life long Learning Manager (Education and Training) is a member of Task group to ensure links into FE etc.
- Agreement reached with Adults Services to jointly work with disabled care leavers to ensure smooth transition to adulthood.

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND,  
AND HOW WE WILL ACHIEVE IT:**

**Clear pathway plans and ongoing support and encouragement from  
'corporate parent' through:**

- ~ ensuring that proportion of care leavers with whom Social Care are in contact with at their 19th birthday (QP11) is at least 75% by 31.3.02 by re-defining role of Outreach Workers alongside Young People's Advisors (Connexions).
- ~ keeping in contact via Care Leavers Newsletter (in collaboration with Rights & Representations Project).
- ~ by negotiating service level agreement with voluntary organisation to provide accommodation and support to care leavers and through implementation of Housing & Social care Strategy to ensure that proportion of care leavers who have suitable accommodation does not fall below 85% by 31.3.01 and rises to 95% by 31.2.02. (QP12)
- ~ further 25 % of care leavers to attend Skills Group by 31.12.01 to provide opportunity to learn skills for independent living (in addition to 1:1 support).
- ~ ensuring that at least 50% of care leavers by 31.3.01 (QP5.1.2a), rising to at least 75% by 31.3.04 (PAF A4) (and PSA target) are engaged in education/training or employed through development of Designated Teacher and PEP's, and additional education support to carers from EP to raise educational and employment aspirations.
- ~ smooth transition of 2 children identified to transfer to adult services (disabled children) by 31.3.02 through involvement of both disabled children's team and appropriate adult team during this time.
- ~100% leavers to be offered exit interviews with 16+ Team or R&R Project beginning 31.3.01 and establish Care Leavers Forum.
- ~ information gained through these processes, and from the Service Evaluation into the need of care leavers from ethnic minority backgrounds to be used by QP Care Leavers Task Group to review service delivery.
- ~ smooth transition of benefits payments to relevant children by appointment Care Leavers Development Officer to ensure that T&WC is able to meet the full requirements of the Care Leavers Act from October 2001, including benefits arrangements.

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

### **What are key elements of plans for suitable accommodation and support for young people leaving care and those in transition to independence (Care Leavers Act)?**

- 16+ Team supported 5.7% of care leavers to live independently (Best Value), compared to a unitary average of 2%.
- Appoint Care Leavers Development Officer - to oversee establishment of benefits system/arrangements for care leavers and re-negotiate Service Level Agreement with voluntary organisation to provide supported accommodation.
- Housing & Social Care Strategy includes care leavers as a priority group for accommodation.
- Continue to provide outreach support to care leavers through QP funded posts.
- Continue to facilitate Skills Group for care leavers.
- Establish Disabled Children's Forum (representation from Adult Services) with links to Care Leavers. Task Group to ensure transitional needs of disabled children who are looked after are successfully managed.
- Ensuring that at least 50% of care leavers by 31.3.01 (QP5.1.2a), rising to at least 75% by 31.3.04 (PAF A4) (and PSA target) are engaged in education/training or employed.
- Establish Care Leavers Forum through Rights & Representations Project - consult with care leavers as to their own perception of need.
- Multi-agency QP Care Leavers Task Group has been meeting since August 2000 – looking at the implications of the Care Leavers Bill for service delivery from statutory and voluntary organisations perspectives with particular reference to the social care and financial impact for service users and agencies ~ from February 2001 focusing on bringing together personnel to work strategically towards October 2001 and planning a multi-agency Conference in May 2001 to up-date all stakeholders  
~ from February 2001 Task Group established 4 sub-groups – Contact & Support, Employment & Training, Accommodation, and Benefits
- Through Task Group, identify local levels of attainment for education training and employment for 19 year olds in Telford & Wrekin in order to monitor progress against PSA (75% by 2004)
- Establish and agree service standards and protocols with Registered Social Landlords

### **How will we ensure appropriate support for young people who will not be covered by the new Care Leavers Act?**

- Strengthening links with housing colleagues to ensure general accommodation available as part of Housing & Social Care Strategy.
- The development of a wider Youth Homelessness Strategy through the work of the T&W Collaborative Team (multi-agency Team of children's services providers) (following QP funded research).
- Care Leavers team also has remit for 'vulnerable 16+ year olds' and provides advice on a duty basis.
- Youth Service have a telephone help line which also provides advice.
- New Start funded post works with vulnerable students in FE colleges.
- Connexions Manager in post and links with Care Leavers Task Group. Also member of Children's Services Planning Forum (JSG).

## Meeting the Needs of Disabled Children and their Families

**Objective 6:** To ensure that children with specific social needs arising out of disability or a health condition are living in families or other appropriate settings in the community where their assessed needs are adequately met and reviewed.

By :

- Making sure that local authorities and the health service have a complete picture of the numbers and circumstances of disabled children in their area
- Providing more and better family support to help disabled children and their families live ordinary lives
- Helping more disabled children and non-disabled children use the same play and leisure services
- Giving children and parents information about the services which might help them.

*Relevant Performance Indicators:* **QP 13**

### PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN

- Re-aligned Children & Families Division to establish Family Support services inclusive of Disabled Children's Team and further integrated resources into Disabled Children's Team within single location at the Glebe Centre (services based here include Disabled Children's Team, Educational Psychology, Behaviour Support Team, Education Welfare, Speech & Language, Child & Family Service (CAMHS) and Community Health).
- Review and associated Action Plan produced with regard to improving integration of services based within Glebe Centre.
- 25% Team trained in undertaking memorandum of good practice interviews to address any special needs of disabled children.
- 260 of T&W disabled children's names currently on Record which is used for planning, consultation and information source for parents/carers. The co-ordinator is jointly funded with the Health Authority, LEA and Shropshire County Council (QP) and based within the Disabled Children's team (T&W). Proportion of ethnic minority children on Record risen from 2% to 3.7%.
- Disabled Children's Team represented on Assessment & Planning Task Group and facilitated awareness/training sessions to ensure inclusive approach to assessment.
- Waiting lists have reduced from 11 months in 1999 to current average of 6 months due to increased Occupational therapy (OT) capacity through QP funding (Priority Area: Assessment and Planning)
- Summer play-schemes for disabled and autistic children established and extended through use of Carers Grant - 74 children attended the scheme.
- Short-Term Breaks (NCH) Project established for disabled children - 36 children currently receive a service. (Placement Choice)
- CAMHS funding secured for Consultant Psychiatrist for Learning Disabilities (HImP Priority).
- Partnership with Parents (voluntary scheme focusing on education and special needs) developed Support Groups for carers of disabled children.
- Planning and review time-scales for disabled children tracked by Progress & Evaluation Unit in line with other family support services (Management Information & Quality Assurance)

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND,  
AND HOW WE WILL ACHIEVE IT:**

**Improved multi-agency assessments; access to a range of support services and support in using universal services through:**

- ~ improved integration of service delivery to service users/carers including single assessments and integrated processes with Education to formally review short-term breaks alongside SEN reviews (Glebe Centre Action Plan).
- ~ increased family support services including 'home based' (QP) (15 children by 31/3/02); increased capacity of holiday playschemes (Carers Grant) and out-of-school provision for disabled children by Early Years Partnership. (Placement Choice)
- ~ monitoring proportion of looked after children in receipt of agreed series of short-term breaks (QP 13) currently at 25%. This is higher than many local authorities which reflects the relative absence of alternatives to date. (Joint Review)
- ~ information/directory of services accessible to more parents/carers by increasing number of T&W children on the Record to 300 by 31.12.01 through continued QP funding and publicity.
- ~ reduce average waiting time for an OT assessment to 3 months by 31.12.01 following appointment of OTA.
- ~50% Disabled Children's Team trained in Memo. of Good Practice by 30.3.02.
- ~ option to use Direct Payments Scheme under provisions of Carers & Disabled Children's Act 2000 by developing local scheme managed in conjunction with Adult Services.
- ~ smooth transition of 5 disabled children (2 LAC) identified to transfer to adult services during next 12 months through involvement of both disabled children's team and appropriate adult team during this time, followed by formal transition protocol. (Care Leavers)
- ~ local services to meet the needs of disabled children who are looked after in partnership with Health through Children's planning forum (Section 31 flexibilities). (Life Chances)
- ~ mental health services to meet the needs of children with learning disabilities by fully implementing CAMHS Strategy.
- ~ effective transition from Telford Children's Centre to Early Years settings through QP funding in partnership with EYD&CCP.
- ~ opportunities to communicate without requiring a specialist interpreter through development of specialist communication skills within Rights & Representations Project. (Listening to C&YP)
- ~ respond to Service Evaluation of needs of ethnic minority children including increasing proportion on Record in line with general population (4%).

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

### **(a) Work with partners, including disabled children and their families, to assess needs and commission/provide services**

- Establish multi-agency Disabled Children's Forum with service user/carers participation to implement multi-agency Framework for Assessment (Model for Disabled Children) and integrated process with Education to formally review short-term breaks alongside SEN reviews.
- Agree and publish Continuing Health Care criteria. (Joint Review)
- Develop local services to meet the needs of disabled children who are looked after in partnership with Health (Section 31 flexibilities).
- Implement Glebe Centre Action Plan to improve integration of service delivery to service users/carers - explore use of Invest to Save Project funding to improve information-sharing across agencies within Glebe Centre.
- Fully implement CAMHS Strategy with regard to development of mental health services to meet the needs of children with learning disabilities.
- Use QP funding to increase capacity for smooth transition from Telford Children's Centre to Early Years settings.

### **(b) Provide increased family support services (Carers Grant)**

- Extend holiday play-schemes (Carers Grant)
- Extend out of school provision for disabled children in partnership with EYD&CCP.
- Develop homes-based services to carers of disabled children following identification by service users through consultation exercise - QP funding (15 families by 31.3.02).
- Link with mainstream family support services (10% funding).
- QP funded post within Disabled Children's Team to co-ordinate range of Family Support Services e.g. 'in-house', MENCAP, Crossroads etc and create customised packages of support.
- Develop strategy for working with children with mid to moderate learning disabilities

**(c) Provide inclusive play and leisure facilities**

- Develop greater access for disabled children in terms of leisure, sporting and cultural activities initially through representation within Disabled Children's Forum - Capital Programme in progress.
- Develop out of school provision for disabled children in partnership with EYD&CCP.
- Continue to develop one to one work with disabled children involving play and ensure that Corporate Play Strategy (draft) includes meeting the needs of disabled children.
- Flex Card (concessionary) for disabled people includes children.
- Extend holiday playschemes and out of school provision in partnership with Early Years.

**(d) Provide joint information services for service users**

- Continue to fund and develop Disabled Children's Record jointly with Shropshire as an information-sharing database for parents/carers of disabled children and a means of consulting with service users.
- Consolidate links between Disabled Children's Record and Children's Information Service (EYD&CCP).
- Ensure that disabled children who are looked after have access to independent advocacy (R&R Project) and Independent Visitors through matching of skills to needs.
- Develop sign-posting leaflets for service users wishing to access family support services, including direct Payments.

## Better Assessment Leading to Better Services

**Objective 7:** To ensure that referrals and assessment processes discriminate effectively between different types and levels of need and produce a timely service response.

By :

- Making sure that services, health and education agree how they will assess what help children and their families need and how they will respond
- Making sure that fewer families have to ask several times before their children get the help they need
- Completing the initial assessment within 7 working days
- Completing the core assessment within 35 working days of the initial assessment
- Providing services promptly in response to the assessment.

*Relevant Performance Indicators:* QP 7.1, 7.2, 7.3, 7.4

### PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN

- Existing assessment model adopted by T&W (from Shropshire) involved use of Core Groups for all children in need including child protection cases and well developed assessment procedure.
- Proportion of completed assessments that set out objectives (QP 7.4 - based upon sample) was 80%, well above unitary and national averages.
- Significant proportion of children and/or parents/carers in attendance at Core Groups (based upon sample) 15 out of 19 Core Groups were attended by parents and 8 were attended by children.
- Established multi-agency Assessment & Planning Task Group to implement Framework for Assessment – 3 sub groups addressing training, voluntary organisations, and the range of models of assessment currently in use by different agencies - 86 staff attended Awareness/Training sessions to date.
- Family Support have invested in the LIPS language identification system for office visitors - T&WC have an Asian language interpreter to enable initial assessments to be conducted in the family's first language. Attention is paid to the existing pro-forma re: identification of cultural heritage, religion and language when considering appropriate services.
- Re-alignment of structure has resulted in one referral point, avoiding delay.
- Introduced Support Action Meetings (SAMs) – Social Care, SEN Education Officers, EWO and Health forum where representatives discuss new/existing cases to identify most appropriate form of support and ensure action, eliminating duplication and, where possible, filling "gaps" in provision.
- Established Duty Administration post through QP funding to process and track referrals based upon Framework for Assessment time-scales. Provide appropriate holding response if duty officers are engaged. (Management Information & Quality Assurance)
- Reviewed eligibility criteria based upon DH Children in Need Categories and Assessment Framework guidance. (Joint Review)
- Commissioned service evaluation into the needs of ethnic minority children & families.
- Disabled Children's Team represented on Assessment & Planning Task Group and facilitated awareness/training sessions to ensure inclusive approach to assessment.
- Re-alignment of structure has resulted in one referral point, avoiding delay.

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND,  
AND HOW WE WILL ACHIEVE IT:**

**Increasingly appropriate levels of assessment and response, including multi-agency responses through:**

- ~ at least 60% of initial and core assessments (QP 7.2 & QP 7.3) completed within respective time-scales (7 days and 35 days) by 31.3.01 progressing to amended targets of 80% by 31.3.02 and 90% by 31.3.03 and 100% by 31.3.04.
- ~ at least 90% of completed assessments set out objectives and appropriate responses within child's timescales (QP 7.4) and 100% (revised) by 31.3.04 - both achieved by appointment of Duty Administration post and introduction of system to track and report performance to Team Managers in line with requirements of CPR2 statistical return (Priority Area: Management Information).
- ~80% of staff equipped and trained at the appropriate level to undertake initial and core assessments by 31.12.01 through continued QP funding of training programme. (Managing Change)
- ~ developing on-going family support services in partnership with other agencies - QP funding to appoint Development Post and to develop Service Level Agreements with a range of providers (Priority Area: Placement Choice) and thereby decreasing proportion of repeat referrals (QP 7.1) to 30% by 31.3.01 and 28% by 31.3.02.
- ~ clarity of roles and relationship between YOT and Family Support Teams by implementing assessment protocols and undertaking joint training (including links between ASSET and Framework for Assessment).
- ~ developing remit of QP Task Group and role of Joint Protocol Group to assist multi-agency assessments and provision of services (See Objective 1 - Placement Strategy)

**Opportunities to influence service delivery through:**

- ~ development of inter-active evaluation with service users as part of case file auditing currently undertaken.
- ~ use Service Evaluation into needs of ethnic minority children to inform practice and service delivery/developments.
- ~ mapping of local needs and service provision re: special educational needs in the context of Assessment Framework and revised Eligibility Criteria.

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

### **What will we do to ensure that services provided to children following assessments are producing beneficial outcomes?**

- Revise and extend public information through Assessment & Planning Task Group to include information on Framework for Assessment in multi-lingual form.
- Develop Evaluation Form as part of Duty Administration role (from 01.04.01) - information returned to Service Manager (Family Support) who chairs Task Group and Support Action Meetings.
- Trial Assessment Framework in the Sure Start area. Dates set for protocol, monthly review and outcome evaluation meetings.
- Develop effective consultation and evaluation mechanisms as part of Consultation Strategy (Priority Area: Listening to C&YP) alongside quality assurance systems - expand use of case file audits to include interactive feedback process.
- Ensure effective links between Consumer Services Officer (Representations & Complaints), Progress & Evaluation and Service Development - children's complaints leaflet published.
- Ensure effective linkages between Complaints and Rights & Representations (R&R) Project for Looked After Children (Consumer Services Officer part of R&R Steering Group).
- Extend advocacy service to all children in need from 2003.
- Support Action Meetings in place on a fortnightly basis to review Initial Assessments undertaken and ensure that prompt action ensues.
- More specific role for Senior Social Workers in the Initial Assessment Team, one SSW responsible for consultation and quality assurance aspect during Initial Assessment phase, the other with same responsibility during Core Assessment phase. Together these are responsible for ensuring service delivery during assessment and with the case manager and team manager ensuring continuity before transfer to a Family Support team.
- Develop a respite assessment service which links residential provision, foster carers, Initial Assessment social worker, educational psychologist and support staff in an early co-ordinated response, to ensure that young people are maintained in their own homes safely, leading to reduced need for external placement provision.

## Actively Involving Users and Carers

**Objective 8:** To actively involve users and carers in planning services and in the tailoring individual packages of care; and to ensure effective mechanisms are in place to handle complaints.

By :

- Actively involving children and families in planning and reviewing the services they use, and in the decisions which affect them
- Ensuring that children in care have trusted people to whom they can speak and will speak on their behalf to local authorities and to others
- Showing that children and families are becoming more satisfied with services.

## PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN

- Appointed additional 0.5 Reviewing Officer (QP funded) - proportion of reviews completed within required time-scales (QP 4.0.1) increased from 69% to 85.6% - 65% of LAC aged 9+ actively participated in review process (1.4.00-31.12.00), planned position at 31.3.01 is 70%.
- Appointed 0.5 Communication Worker through C&YP Strategy Group to actively consult and involve children and young people (Best Value Reviews) with view to adoption of UN Convention on the Rights of the Child.
- Established R&R Project for LAC - 100% of all looked after children and their carers contacted, 50% of target group attended first event, 25% now actively involved in LAC Forums (directly linked to Youth Council, Corporate Parenting Task Group and C&YP Strategy Group (Life Chances)
- 79% of parents/carers and 42% of children attended Core Groups (based upon 1 month sample)
- Conducted various pieces of research in relation to children in need as part of developing Family Support Strategy:
  - ~ Research into needs of disabled children and carers resulted in development of Home-Based Family Support services, funded by QP (Disabled Children – Joint Review)
  - ~ homeless research conducted by young people facilitated by Communication Worker (C&YP Strategy).
  - ~ QP funded Young Carers research – young carers identified own need (Workshop to be held for senior officers/members in April 2001)
- Proportion of Children Act 1989 (Stage 1 & 2) Complaints completed within required time-scales (during previous 6 months) increased from 46% (1989/9) to 89% at 31.12.00. Exceeding original target for 31.3.01 (60%) and planned position at 31.3.02 (80%).
- Series of presentations to elected members by children and young people including corporate parenting.
- Needs of children from ethnic minority backgrounds e.g. care leavers and disabled children met through individually tailored packages of support
- Re-aligned to dedicated services for Family Support and LAC but protocols ensure that the structure does not disadvantage an individual child's needs (e.g. change of worker)
- Family Support have invested in the LIPS language identification system for office visitors - T&WC have an Asian language interpreter to enable initial assessments to be conducted in the family's first language.

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND,  
AND HOW WE WILL ACHIEVE IT:**

**Increased participation of service users/carers within care and service planning through:**

- ~ ensuring that at least 95% of looked after children's reviews within preceding six months are completed within required time-scales (QP 4.0.1) and that at least 98% of LAC have a named social worker (QP 1.1.2) through role of P&E Unit and R&R Project.
- ~ ensuring that at least 80% of looked after children 9 years+ actively contribute towards their review by 31.3.02 following a Review of the review process by P&E Unit in collaboration with R&R Project.
- ~ ensuring that at least 85% of parents/carers attend Core Groups by 31.3.02.
- ~ increasing number of looked after children actively involved with Rights & Representations Project to 50% of targeted group by 31.12.01 through continuation of QP funding and development of LAC Forums.
- ~ develop Evaluation Form as part of Duty Administration role (by 01.04.01) - information returned to Service Manager (Family Support) who chairs Task Group and Support Action Meetings.
- ~ continue to monitor position with regard to completion of complaints within Children Act time-scales - currently (89%).
- ~ ensuring that all LAC and children in need have easy access to complaints procedure through Children's Complaints Leaflet and extension of advocacy services (R&R Project) by 2003. Secure additional funding for R&R Project through C&YP Strategy (Corporate funding).
- ~ developing effective consultation and evaluation mechanisms as part of Consultation Strategy alongside quality assurance systems - expand use of case file audits to include interactive feedback process.
- ~ developing role of Personal Advisors (Connexions) with linkages to LAC Forums and C&YP Strategy as a means of evaluating and acting upon thematic issues of concern.
- ~ participating in Best Value Reviews of Children's Services in 2002 assisted by Communication Worker (C&YP Strategy).
- ~ developing consultation and evaluation mechanisms within CAMHS

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

### **How are we ensuring that children and young people and their families/carers are enabled to participate effectively in discussions and decision-making about their own care?**

- Ensure that at least 75% of LAC actively contribute towards their review by 31.3.02 following a Review of the review process by P&E Unit in collaboration with R&R Project.
- Conferencing & Reviewing Leaflets and Video produced for children/young people and their parents/carers.
- Regulation 22 Visits and elected member-rota visits to residential children's homes
- Appointed additional 0.5 Reviewing Officer through QP funding - proportion of reviews completed within required time-scales (QP 4.0.1) increased from 69% to 85.6%.
- 65% of LAC aged 9+ actively participated in review process (1.4.00-31.12.00), planned position at 31.3.02 is 75%.
- Develop effective consultation and evaluation mechanisms as part of Consultation Strategy alongside quality assurance systems - expand use of case file audits to include interactive feedback process. (Joint Review)
- Develop Evaluation Form as part of Duty Administration role - information returned to Service Manager (Family Support) to influence service planning
- Re-aligned to dedicated services for Family Support and LAC but protocols ensure that the structure does not disadvantage an individual child's needs (e.g. change of worker)
- Established Rights & Representations (Advocacy Project) for LAC – part of their remit includes individual advocacy during key processes such as complaints and reviews.

### **How are we involving children and young people and their families/carers in service planning?**

- Established Rights & Representations Project for LAC - 100% of all looked after children and their carers contacted, 50% of target group attended first event, 25% now actively involved in LAC Forums - looked after children involved in evaluation of launch day and newsletter. R&R Project directly linked to Youth Council, Corporate Parenting Task Group and C&YP Strategy Group with a multi-agency Steering Group.(Life Chances)
- R&R Project to develop recruitment panel of looked after C&YP.
- Continued work of Youth Council - this year's Youth Conference will include workshop facilitated by LAC and R&R Project.
- Evaluation of consultation with service users into needs of disabled children and carers resulted in development of Home-Based Family Support services, to be funded by QP (Disabled Children)
- Steering Group for Disabled Children's Record has parent/carer representation - Disabled Children's Forum to reflect this.
- Research into the needs of young carers including interviews with children identified as young carers.

- Established 4 multi-agency Quality Protects Task Groups around Priority Areas - Placement Choice, Assessment & Planning, Care Leavers and Corporate Parenting (Life Chances of LAC) - Task Groups report to Children's Development Group (Social Care), Multi-agency Co-ordination Group, Joint Strategic Group, T&W Collaborative Team and Corporate C&YP Strategy Group - latter 2 Task Groups linked to LAC Forums (Care Leavers Forum to be established), Placement Choice and Corporate Parenting have foster carer representation. Main role of task groups to progress and evaluate QP MAP/Objectives.
- Care Leaver appointed to Family Placement Panel.
- Youth Enquiry Service has young people as part of Management Committee.
- Youth Conference includes workshop on child protection and looked after children, facilitated by R&R Project and Youth Service - previous Conference led to young people being represented on T&WC Transport Working Group.

### **How are we ensuring more effective and quicker complaints procedures?**

- Proportion of Children Act 1989 (Stage 1 & 2) Complaints completed within required time-scales (during previous 6 months) increased from 46% (1989/9) to 89% at 31.12.00. Exceeding original target for 31.3.01 (60%) and planned position at 31.3.02 (80%).
- Children's Information leaflet produced with reference to Rights & Representations Co-ordinators for LAC.
- Procedures reviewed in light of complaints reports e.g. notification of outcomes to referrers
- Regular meetings established between Complaints Officer, Progress & Evaluation Service Manager and Service Development Manager to inform quality assurance and service development.

## Using Regulation to Protect Children

**Objective 9:** To ensure through regulatory powers and duties that children in regulated services are protected from harm and poor care standards.

By :

- Making sure that all staff and workers stick to the rules which protect children and which set standards of care.

*Relevant Performance Indicators:* **PAF C25**

### PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN

- Strengthened contracting arrangements with external providers through West Midlands Child Care Consortium (WMCCC) - 100% of T&W LAC placed with an external provider has an Individual Placement Agreement (IPA), 100% of current external providers completed Pre-Placement Agreement (PPA). (Placement Choice)
- Corporate Child Protection Policy relating to staff recruitment and employment completed and approved by ACPC & Children & Young People's Strategy Group - 100% of T&W staff received information and training programme commenced.
- ACPC Child Protection Awareness Training - 191 local authority staff, 44 voluntary sector staff, 90 health staff and 224 staff from private organisations, including 47 staff from private Early Years settings have completed training.
- ACPC approved other organisations Child Protection Policies e.g. Sure Start.
- ACPC approved revised inter-agency policy on Children who go Missing from Care - policy incorporated into Registration Requirements for external providers.
- As part of regional "small children's homes" group a common application form has been created and standards up-dated for providers
- 100% of Inspections of internal Residential provision (PAF C25) and day care providers completed within required time-scales.
- 100% of unregistered homes with a T&W placed looked after child identified and contacted concerning new statutory requirements.
- 100% of known providers within T&W identified and contacted concerning new statutory requirements (Care Standards Act) – 100% response
- 100% of known children placed with external providers within T&W by other local authorities recorded on CRISSP (Client Information System).
- Child protection policies/procedures required within all Service Level Agreements relating to children and families.
- New standards for all day care settings produced in conjunction with EYD&CCP and private providers and approved by elected members – day care provision expanded to include 68 new registered settings.
- Residential Staff Recruitment Working Party (Warner) in process of revising recruitment procedures for all new staff in residential.
- New Fire Service Standards agreed in relation to residential care.

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND, AND HOW WE WILL ACHIEVE IT:**

**Improve the life chances of children in providing safe, stable and high quality care by:**

- ~ tighter contractual arrangements through continuing work of WMCCC Contracting Group and Placement Strategy post concerning PPA's.
- ~ close monitoring and evaluation of IPA's by Care Planning Team and P&E Unit through contracting post. (Placement Strategy)
- ~ continued implementation of National Standards for Foster Care and 'Towards Safer Care'.
- ~ implementation of National Standards for Adoption (currently in draft).
- ~ ensure continued performance of 100% inspections of residential and day care provision
- ~ ensure smooth transition of Day Care registration & inspection responsibilities to OFSTED.
- ~ ensure full implementation of Protection of Children Act.
- ~ extend revised Recruitment Procedures i.e. including Warner principles to the appointment of all C&F staff by 31.3.03.
- ~ notify Registration & Inspection of all new placements from other LA's within T&W.
- ~ publish transfer of Day Care Section to OFSTED through various publications e.g. Child-minders' Newsletter, EYD&CCP information bulletins, PLA newsletters etc.
- ~ a local response to the National Standards for Adoption consultation is being collated and once Code of Practice is issued this will be audited against current practice and an action plan developed.
- ~ full implementation of National Standards and Code of Practice for Foster Care through Placement Choice Corporate Parenting Task Groups.

**SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

**(a) What action have we taken to implement the Chief Inspector's letter on private fostering?**

- Working Group established to review existing policy, develop practice guidance and produce public information leaflet – due to report March 2001. Early indications suggest procedures in place but work needed on public information – to be completed by July 2001.
- Private fostering arrangements brought to Family Placement Panel for scrutiny with regard to prohibition guidance/regulations.
- Identified need to separately code private fostering arrangements on CRISSP (Client Information System).

**(b) What steps are we taking to implement new provisions to regulate small private children's homes?**

- 100% of unregistered homes with a T&W placed looked after child contacted concerning new statutory requirements.
- 100% of known providers within T&W contacted concerning new statutory requirements.
- 100% of known children placed with external providers within T&W by other local authorities recorded on CRISSP (Client Information System).
- Registration & Inspection have agreed reciprocal arrangements for statutory checks/inspections with other local authorities where external providers operate in more than 1 local authority.
- Revised Policy with regard to Registration fees for external providers to include small previously unregistered homes - approved by elected members.
- Revised Registration requirements to include agreement to ACPC protocol on Children who go missing from care.
- New Fire Service Standards agreed in relation to residential care.

## **Making Sure that Child Care Workers are Fit for the Job**

**Objective 10:** To ensure that social care workers are appropriately skilled, trained and qualified and to promote the uptake of training at all levels.

By :

- Making sure that all residential child care workers are qualified to at least NVQ level 3 by March 2002
- Helping child care social workers achieve the new post-qualifying award in childcare.

*Relevant Performance Indicators:* **QP 14, 15**

### **PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN**

- 28% of Residential Social Workers (RSW's)/Community Support Workers completed NVQ 3, further 40% currently registered on NVQ 3. Will not reach target of 78% by 31.3.01(QP14) due to staff turnover but still on overall target for 2002.
- 100% RSW's appointed since 1.09.00 completed comprehensive Induction Training.
- 100% of RSW's completed Managing Conflict & Restraint Training funded by QP.
- 100% of Team Managers of Residential Homes hold DipSW, 100% of Deputy Managers undertaking NVQ 4.
- 15 foster carers completed NVQ 3, 11% commenced and 3 foster carers approved as NVQ Assessors.
- 2 Social Workers have completed Post-Qualifying Child Care (PQCC) Award.
- 25% disabled children's team trained in memorandum of good practice interviews.
- Consolidated replacement hours for PQCC into 4-year fixed-term Social Worker post to work in Family Support.
- Revised Job Descriptions and Person Specifications for 80% of staff to remove anomalies and increase skill flexibility.
- Supported staff's professional development through secondments to other teams e.g. Joint Adoption Service, Child & Family Service (CFS).
- Programme of ACPC Training continued - 191 local authority staff including RSW's, Social Workers and Foster Carers attended since 1.4.00.
- 59% social care staff attended Awareness/Training Session with regard to Framework for Assessment.
- Audits of staff and carers with regards to alternative language skills completed.
- Audits of all staff re-grading ethnicity completed 30.9.00 on going reporting to elected members to monitor staffing ratios from different ethnic groups.
- Audit of staff in terms of other forms of communication e.g. signing completed.
- Implemented capabilities policy (1/1/01) to support staff to regain competent levels of performance

**WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND,  
AND HOW WE WILL ACHIEVE IT:**

**Safe, stable and high quality assessments, planning and care for children in need through:**

- ~ ensuring that 75% of social workers and residential managers obtain PQCC by 2004 by continued implementation of 4-Year Plan (15 Social Workers per year to undertake PQ1 as preparation and 10 Social Workers per year to complete PQCC).
- ~ retention of experienced staff who have completed PQCC through secondments with opportunities to develop specialist interests, research/consultation and training opportunities.
- ~100% of residential social workers to achieve NVQ by 31.3.02.
- ~50% of foster carers to achieve NVQ 3 by 31.3.01(linked to Placement Strategy).
- ~50% disabled children's team trained in memorandum of good practice interviews by 31.3.01.
- ~100% of staff with revised/new Job Descriptions and Person Specifications by 31.3.02 to remove anomalies and ensuring skills flexibility. NVQ standards to be used as performance criteria for Job Descriptions.
- ~ expansion of mandatory training to include Framework for Assessment and Communicating with Children as Core Skills progression.
- ~80% front-line staff completed Framework for Assessment and new Working Together Training by 31.12.01 (QP funded). (Assessment)
- ~ continuance of ACPC Programme of Child Protection Training and continued effort to secure joint funded ACPC Trainer.
- ~ ensure information with regard to specialist skills of staff in terms of language, culture and communication is accessible to teams through directory by 31.3.01.
- ~ responding to research/consultation with service users/carers & staff concerning communication skills of practitioners working with disabled children through specialist training.
- ~ continue to support reception staff in maintaining signing skills to aid communication with Service Users

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

### **What are we doing to retain and recruit an adequate supply of appropriately skilled staff?**

- Assessing use of Investors In People as part of HR Strategy. Independent diagnostic assessment completed.
- Established multi-agency Interview Panels - Social care staff involved in appointment of Family Therapy Post (CFS) and designated Educational Psychologist (Placement Choice and Life Chances) for LAC Education staff involved in appointment of Service Manager.
- Revised Job Descriptions and Person Specifications to remove anomalies and increase skills flexibility.
- Revised Supervision Policies across portfolio to ensure consistent management practice.
- Revised Capability Procedures implemented 1.1.01.
- Established Relief Pool of RSW's to build up numbers of experienced staff available within residential care (Joint Review).
- Personal Performance and Development Scheme to be implemented 1.4.01.
- As part of pilot project (Corporate Personnel) in relation to HR Planning, exploring opportunities across the Council to use transferable skills within children's services.

### **What are key elements of interagency training strategy to ensure new guidance/requirements are integrated into joint working practices (Working Together, Towards Safer Care, Assessment Framework, 'Total Respect')?**

- Establishment of multi-agency Task Groups and Training Sub-Groups including YOT Training Sub-Group.
- Establishment of a Children's Training Steering Group to co-ordinate Training Sub-Groups and identify strategic needs of children's services for implementation as part of annual Training Plan.
- 59% social care staff undertaken Awareness/Training in relation to Framework for Assessment - 80% of front-line staff to complete core skills training by 31.12.01 (QP funded).
- 191 local authority staff undertaken Child Protection Awareness Training - 80% of front-line staff to complete ACPC Training in relation to Working Together & revised ACPC Procedures by 31.12.01 (QP funded).
- Commission training for trainers with regard to Total Respect Training Pack - 80% of Rights & Representations Steering Group (multi-agency) to be trained including both Co-ordinators (QP funded) by 31.3.02.
- Use of Children's Training Officer in Action Learning Research (WISE Project) to facilitate and disseminate model to staff group - links to Framework for Assessment.

**What steps are we taking to engage multi-agency staff in all relevant groups and at all levels in the design, delivery and evaluation of Quality Protects?**

- 4th-8th December 2000 designated as Quality Protects Consultation Week: 4 Social Care staff Workshops (views of practitioners highlighted need for Placement Strategy and increased placement choice/availability) - Teams identified service improvement proposals for QP which will directly impact upon service users; Presentations at main children's services planning fora - Joint Strategic Group (JSG - senior officers from statutory & voluntary sector) Workshop involving JSG members, T&W Collaborative Team (key providers from voluntary and statutory sector) and representatives from Neighbourhood Action Teams (NAT's) & C&YP Sub-Groups. QP part of on-going agenda of other meetings - QP Co-ordination Group, CAMHS Strategy, YOT Steering Group, SEN Forum, EYD&CCP.
- 4 multi-agency Task Groups - Placement Choice, Assessment & Planning, Care Leavers & Corporate Parenting - established to ensure multi-agency evaluation/ implementation of Year 2 and contribution to Year 3 MAP.
- Draft MAP circulated to members of Children's Sub-Board and C&YP Strategy Group
- Use of LAC Forums and R&R Project Newsletter.
- Consultation with carers of disabled children - resulted in 'Home-based' Care (QP).

## **Making Best Use of Resources : choice, effectiveness and value for money**

**Objective 11:** To maximise the benefit to service users from the resources available, and to demonstrate the effectiveness and value for money of the care support provided, and allow for choice and different responses for different needs and circumstances.

By :

- Making sure that every penny spent on children's services is used to maximum effect
- Meeting the needs of children and families from black and ethnic minority communities.

*Relevant Performance Indicators:* **PAF B7, B8, B9, B10, C22, E45**

### **PROGRESS TO DATE (1999-2001) INCLUDING EVIDENCE OF IMPROVED OUTCOMES FOR CHILDREN**

- Work progressed through WMCCC in relation to Contracting (PPA's) and internally through Care Planning Team (IPA's) (Placement Choice)
- Introduction of Quality Assurance (QA) and evaluation (including case file auditing) into Service Level Agreements with voluntary organisations e.g. Children's Society (Management Information & Quality Assurance).
- Service Evaluation of the needs of ethnic minority children and their families commissioned - based upon 'Excellence not Excuses' (SSI) and Best Value framework
- 4 Multi-agency Task Groups established to progress QP Objectives and ensure corporate response, prevent duplication and identify gaps in service provision (Assessment, Placement Choice, Life Chances, Care Leavers)
- Commission for Racial Equality (CRE) Standards adopted - working progressing towards implementation
- Sign-posting Leaflets produced for the public to assist them in accessing the right services
- Children's Complaints Leaflet produced for all children in need - direct reference to Rights & Representations Project in terms of individual advocacy for looked after children (listening to children)
- Completed audit of parenting schemes within T&W funded by QP - 43% of schemes consented to information being placed on Children's Information Service accessible to the public.
- CIN Census shows that children from ethnic minority backgrounds are neither over nor under represented on social workers' caseloads (E45), indicating an appropriate response to individual requests for service from these communities.
- Investors in People diagnostic assessment undertaken as part of HR Strategy and commitment to continuous improvement.
- Management information Strategy has progressed from ensuring accurate data to providing management information including mapping of trends.
- Appointed Project Accountant from 08/00 as part of Financial Strategy. Exploratory work re: unit costing commenced.
- Initial work undertaken on developing commitment accounting records through the use of the on-line accounting system (OLAS).

## **WHAT WE WILL AIM TO ACHIEVE FOR CHILDREN IN 2001-2002 AND BEYOND, AND HOW WE WILL ACHIEVE IT:**

### **Service based on sound management information, knowledge of local requirements and sustainable funding through:**

- ~ further analysis of methodology for calculating B9 (low cost unit against other LA's. NB any change will affect B8).
- ~ identification of new unit costs for fee paid carers (B10 will later with Placement Strategy implementation).
- ~ examination of possible ways to attach unit costs on the OLAS System and of recording costs by individual client to match cost and activity.
- ~ further work on commitment accounting records – systems to be implemented by C&F Business Managers.
- ~ Systematic recording of under-24 hour care for disabled children to ensure that Carers Grant expenditure meets greatest need.
- ~ Use of Service Evaluation of the needs of ethnic minority children and other QP funded research findings to inform service delivery.
- ~ development of Evaluation Form as part of Duty Admin role (by 01.4.01) – to inform future service development.
- ~ further development of Management Information Strategy and an enhancement of links between information and quality assurance

### **Service delivery based upon assessed needs that can be judged according to equality, quality standards and best value through:**

- ~ participating in Best Value review of Children's Services in 2002.
- ~100% of all external placements accompanied by PPA and IPA (maintain current position). (Placement choice) (Life Chances)
- ~ Increased placement choice and stability (PAF A1) through implementation of Placement Strategy (see Objective 1). (Life Chances)
- ~ involvement in Action Learning Research Model (WISE Project) to improve and integrate service delivery to families with complex needs (5 families to participate in Research Project from 1.4.01-31.3.02) (Assessment & Planning)
- ~ explore options for joining-up services within Glebe Centre & YOT electronically to enable improved information-sharing & service delivery (Invest to Save Project) – linked to Glebe Centre review & Action Plan.
- ~ Development of 'Home-Based' family support services to disabled children through QP funding.
- ~ expand use of case file audits to include interactive feedback process
- ~ 100% Care Leavers to be offered exit interviews beginning 31.3.01 and established Care Leaver's Forum.
- ~ increase to 70% by 31.3.02 the proportion of parenting schemes available via Children's Information Service.
- ~ Increase availability of family placements for older children (B7 70%) through targeted recruitment to increase % of all children in such placements to nearer 85%. (C22) (Placement Choice & Life Chances).

## **SPECIFIC IMPLEMENTATION ISSUES (2001/2002 – AND BEYOND):**

**What are main elements of strategy to develop management information to improve service delivery, particularly in relation to:**

### **(a) Adoption**

- Database already in place and effective.
- Regular reporting of trends and performance to C&F Divisional Management Team and to elected members.

### **(b) Disabled Children**

- Continued development of Disabled Children's Record (QP part-funded) as a planning tool and means to share information and consult service users with regards to service delivery/development.
- explore options for joining-up services within Glebe Centre & YOT electronically to enable improved information-sharing & service delivery (Invest to Save Project) – linked to Glebe Centre review & Action Plan.

### **(c) Care Leavers**

- Use of new care leavers screen functionality within CRISSP (Client Information System) to record contact with care leavers and retrieval of data for management information purposes and production of OC3.

## **What are we doing to exploit the data collected during Children in Need Census?**

- CIN Census information shared with staff groups to assist with Team Plans and Business Planning.
- CIN information used within Children's Services Plan 2000-2001.
- CIN information shared with Researcher for the WISE (Working to Integrate Services Effectively) Project.
- CIN information used to inform Service Evaluation of the needs of ethnic minority children and their families.
- CIN Data to be further exploited following appointment of Children's Information Support Officer within Performance & Information Unit (previously named IS).

## What quality assurance and audit systems have we put in place?

- P&E Unit now producing monthly pro-active reports for Team Managers with regards to performance against specific indicators.
- Developed an Information Digest to promote better understanding of performance indicators and trends (to identify priority PI's for supervision purposes).
- Case file auditing introduced (to be developed to include inter-active consultation).
- Quality Assurance included within Service Level Agreements with voluntary organisations.
- Established Finance Monitoring post within Children & Families Division (Operations) to liaise with Finance (Support Services) and monitor expenditure e.g. External Placements Spreadsheet.
- Established Budget Monitoring Group.
- R&R Project established (currently placed in Leisure, Culture & Community) to offer advocacy to looked after children - direct links to Managers within Social Care and Education (Steering Group)
- Revised Supervision Policy
- Revised Capability Policy
- Second Admin. Manager to P&E Unit (part-time) to enhance development from Management Information to Quality Assurance.

# Quality Protects

## TELFORD & WREKIN

2001 -2002

### PERFORMANCE INDICATORS AND PROJECTIONS

#### OBJECTIVE 1

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>PAF A1</b>	<i>The proportion of children looked after who have three or more placements in one year</i>					
	15	16	16	15	15	15
<b>PAF C23</b>	<i>Adoptions of children looked after</i>					
	5.6	10.3	10.0	10.0	10.0	10.0
<b>PAF D35</b>	<i>Long term stability of children looked after</i>					
	47.8	45.6	48.0	50.0	55.0	55.0
<b>PAF E44</b>	<i>Relative spend on family support</i>					
	42.7	31.3	31.0	31.0	31.0	31.0
<b>QP 1.1.2</b>	<i>Proportion of children looked after with a named social worker other than team leader/family support</i>					
	94.0	97.0	98.0	98.0	98.0	98.0
<b>QP 2</b>	<i>Average duration of time looked after before adoption.</i>					
	14.0	25.8	26.0	21.0	21.0	21.0
<b>QP 2a</b>	<i>Number of children looked after for <b>under 1 year</b> before adoption</i>					
	6	2	4	5	5	5
<b>QP 2b</b>	<i>Number of children looked after for a duration of <b>1 year to under 2 years</b> before adoption</i>					
	7	10	7	8	8	8
<b>QP 2c</b>	<i>Number of children looked after for a duration of <b>2 years to under 3 years</b> before adoption</i>					
	0	4	2	2	2	2
<b>QP 2d</b>	<i>Number of children looked after for a duration of <b>3 years to under 5 years</b> before adoption</i>					
	0	2	2	2	2	2
<b>QP 2e</b>	<i>Number of children looked after for a duration of <b>5 years and over</b> before adoption</i>					
	0	2	1	1	1	1

**OBJECTIVE 2**

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>PAF A3</b>	<i>Re-registrations on the Child Protection Register</i>					
	17.8	17.9	21.0	20.0	19.0	18.0
<b>PAF C20</b>	<i>Reviews of child protection cases</i>					
	86.1	91.3	96.0	98.0	98.0	98.0
<b>PAF C21</b>	<i>Duration on the child protection register</i>					
	1.5	3.2	2.0	2.0	2.0	2.0
<b>QP 2.3.5</b>	<i>The percentage of children on the child protection register who have a key worker</i>					
	98.5	95.0	98.0	98.0	98.0	98.0

**OBJECTIVE 3**

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>PAF E45</b>	<i>Ethnicity of children in need</i>					
		1.03	1.00	1.00	1.00	1.00
<b>QP 4</b>	<i>Number of children permanently excluded from school Position at end of school year</i>					
	75	75	50	58	55	55
<b>QP 5</b>	<i>The proportion of schooling lost in the local authority through unauthorised absence. This refers to both primary and secondary schools. Position at end of school year</i>					
	0.7	0.7	0.6	0.6	0.5	0.5

**OBJECTIVE 4**

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>PAF A2</b>	<i>Educational qualifications of children looked after</i>					
		46.2	50.0	50.0	75.0	75.0
<b>PAF C18</b>	<i>Cautions and convictions of children looked after [from 1st June 2000 becomes " Final Warning and convictions of children looked after"]</i>					
		6.4	4.2	4.0	3.9	3.8
<b>PAF C19</b>	<i>Health of children looked after</i>					
		96.0	96.0	96.0	96.0	96.0
<b>PAF C24</b>	<i>Children looked after absent from school [joint working]</i>					
		Missing	16.3	16.0	15.5	15.0
<b>QP 4.0.1</b>	<i>The proportion of reviews of LAC within the preceding six months that were completed within the required timescale</i>					
	69.0	73.0	70.0	95.0	95.0	95.0

<b>QP 8</b>	<i>The proportion of looked after children achieving 5 or more GCSE grades A-C, expressed as a ratio of all children in the local authority achieving these standards</i>		2 :1	2 :1	2 :1	1.3 :1	1.3 :1	
<b>QP 9</b>	<i>The percentage of children who had been looked after continuously for at least 12 months and were of school age, who were permanently excluded from school at any time during the previous school year</i>		0.0	0.0	2.0	2.0	1.0	1.0
<b>QP 10</b>	<i>The proportion of children looked after from ethnic minorities divided by the proportion of children from ethnic minorities in the local authority.</i>		1.60	0.90	1.00	1.00	1.00	1.00

#### OBJECTIVE 5

	<b>1998/99 Outturn</b>	<b>31/3/00 Provisional</b>	<b>31/3/01 Planned</b>	<b>31/3/02 Planned</b>	<b>31/3/03 Planned</b>	<b>31/3/04 Planned</b>		
<b>PAF A4</b>	<i>Employment, education &amp; training for care leavers</i>							
		Not Required	Not Required	60.0	70.0	70.0		
<b>QP 5.1.2a</b>	<i>Of children who were looked after on 31/08/99 aged 16 or more and who subsequently left care, the proportion who are engaged in education or training or who are employed at 30/09/00</i>		72.7	42.3	50.0	60.0	70.0	70.0
<b>QP 11</b>	<i>The proportion of children looked after on 1 April aged 16 with whom the SSD are in contact on their 19th birthday</i>		Not Required	Not Required	70.0	80.0	80.0	
<b>QP 5.2.1a</b>	<i>Of children who were looked after on 31/08/99 aged 16 or more and who subsequently left care, the proportion with whom the SSD are in contact at 30/09/00</i>		90.1	85.0	85.0	85.0	85.0	85.0
<b>QP 12</b>	<i>The proportion of children looked after on 1 April aged 16 who at the age of 19 are known to have suitable accommodation</i>		Not Required	Not Required	95.0	95.0	95.0	
<b>QP 5.3.1a</b>	<i>Of children who were looked after on 31/08/99 aged 16 or more and who subsequently left care, the proportion known to have suitable accommodation at 30/09/00</i>		90.1	85.0	85.0	95.0	95.0	95.0

#### OBJECTIVE 6

	<b>1998/99 Outturn</b>	<b>31/3/00 Provisional</b>	<b>31/3/01 Planned</b>	<b>31/3/02 Planned</b>	<b>31/3/03 Planned</b>	<b>31/3/04 Planned</b>
<b>QP 13</b>	<i>The number of disabled children looked after during the year under an agreed series of short-term placements, as a percentage of all children looked after at any time during the year</i>					
		31.0	25.5	25.0	24.5	24.5

**OBJECTIVE 7**

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>QP 7.1</b>	<i>The proportion of referrals which are repeats</i>					
	28.0	32.2	30.0	28.0	28.0	28.0
<b>QP 7.2</b>	<i>The proportion of initial assessments completed within seven working days of referral</i>					
	?	50.0	60.0	70.0	80.0	90.0
<b>QP 7.3</b>	<i>The proportion of assessments completed within 35 working days of completion of the initial assessment</i>					
		Not Required	60.0	70.0	80.0	90.0
<b>QP 7.4</b>	<i>The proportion of completed assessments that set out objectives and appropriate service responses within the child's time-scales</i>					
	?	80.0	80.0	80.0	80.0	90.0

**OBJECTIVE 8 - no Performance Indicators****OBJECTIVE 9**

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>PAF C25</b>	<i>Inspection of Childrens Homes</i>					
	80.0	100.0	100.0			

**OBJECTIVE 10**

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>QP 14</b>	<i>The proportion of residential childcare workers who have achieved level 3 in the NVQ Caring for Children and Young People at 31 March</i>					
	19.0	25.0	78.0	100.0	100.0	100.0
<b>QP 15</b>	<i>The proportion of social workers and residential managers working with children who need to obtain the new childcare PQ and who have obtained the PQ1 award in childcare</i>					
	19.0	84.0	75.0	59.0	50.0	24.0

**OBJECTIVE 11**

	1998/99 Outturn	31/3/00 Provisional	31/3/01 Planned	31/3/02 Planned	31/3/03 Planned	31/3/04 Planned
<b>PAF B7</b>	<i>Children looked after in family placements</i>					
	69	65	70	72	75	75
<b>PAF B8</b>	<i>Cost of services for children looked after</i>					
	264	312	426	437	447	459

<b>PAF B9</b>	<i>Unit cost of children's residential care</i>					
	737	690	1088	1116	1144	1172
<b>PAF B10</b>	<i>Unit cost of foster care</i>					
	158	183	183	188	193	198
<b>PAF C22</b>	<i>Young children looked after in family placements</i>					
	86.7	85.2	85.0	85.0	85.0	85.0
<b>PAF E45</b>	<i>Ethnicity of children in need</i>					
		1.03	1.00	1.00	1.00	1.00

**Special  
Grant**  
2000-2001

**2000 - 01 EXPENDITURE**

Priority Area	Planned (as in MAP 2)	Projected Outturn	Difference (Outturn - Plan)
Placement choice	#N/A	46,808	#N/A
16+ year olds in and leaving care	#N/A	53,786	#N/A
Management Information	#N/A	35,614	#N/A
Assessment	#N/A	46,360	#N/A
Quality Assurance	#N/A	43,224	#N/A
Listening to children and young people	#N/A	43,262	#N/A
Life chances of LAC	#N/A	28,345	#N/A
Managing Change	#N/A	31,664	#N/A
<b>TOTAL</b>	<b>#N/A</b>	<b>329,063</b>	<b>#N/A</b>

**2001 - 02 TOTAL PLANNED EXPENDITURE**

Priority Area	Planned Spend
Placement choice	94,586
(of which adoption)	(8700)
Life chances of LAC	64,598
16+ year olds in and leaving care	356,480
Disabled children	47,972
Assessment	50,300
Listening to children and young people	54,850
Managing change	45,640
Management Information and Quality Assurance	84,295
<b>TOTAL</b>	<b>798,721</b>

# Glossary of Terms and Abbreviations

## **ACPC – Area Child Protection Committee**

Every local authority is required to establish an Area Child Protection Committee to oversee the work of those agencies concerned with safeguarding and promoting the welfare of children who are risk of suffering significant harm.

## **Assessment Framework**

The “Framework for the Assessment of Children in Need and their Families” (2000) has been developed to provide a systematic way of assessing children in need under Section 17 of the Children Act 1989. It has been issued jointly by the Department of Health, Department of Education and Employment and the Home Office.

The assessment may be Initial (within 7 working days) or Core (within 35 working days).

## **ASSET**

Assessment tool used by the Youth Offending Team.

## **Care Plan**

An agreement to the allocation of one or more services to a child/young person following an assessment process. Every looked after child must have a Care Plan.

## **CAMHS – Child & Adolescent Mental Health Services**

Specialist services for children and young people who have or are at risk of suffering from a variety of mental health and emotional problems. The services come under the auspices of the Community & Mental Health NHS Trust and include community substance misuse services for young people.

## **CP Conference - Child Protection Conference**

A formal meeting, following an enquiry under Section 47 of the Children Act 1989, which decides whether the level of risk to the child is sufficient for the child’s name to be placed on the Child Protection Register.

## **CPR – Child Protection Register**

A register held by Social Care that lists all the children in the area who are considered to be suffering from, or likely to suffer from, significant harm. An inter-agency child protection plan must be drawn up for each child who is registered.

## **Children in Need**

Children who are defined as in need under Section 17 of the Children Act 1989 are those whose vulnerability is such that they are unlikely to reach or maintain a satisfactory level of health and development, or their health and development will be significantly impaired without the provision of services.

### **Children's Fund**

The new Children's Fund is aimed at reducing social exclusion and poverty among 5-13 year-olds through focusing on preventative services to vulnerable groups within communities. The majority of the Fund will be aimed at encouraging inter-agency work, based within the community and will involve a partnership between statutory and voluntary agencies. The remainder will be allocated to small community groups through a Local Network, aimed at empowering communities, families and children to help themselves, giving them support to implement their own solutions.

### **Connexions Service**

The Connexions Service will provide information, advice and guidance for all young people between 13 and 19 to help them make the most of their educational and vocational choices and opportunities in preparing for successful transition to work and adult responsibilities. Personal Advisors will help co-ordinate the work of different services involved with young people, and in particular, vulnerable groups such as homeless, care leavers, young carers, drug and alcohol misusers.

### **Core Assessment**

An in-depth assessment which addresses the development needs of the child and his/her parents/carers capacity to respond appropriately to these needs within the wider family and community context. It should last a maximum of 35 days, although other more specialist assessments may need to be carried out over a longer period.

### **Health Assessment**

An assessment of a child/young person's health by a qualified medical practitioner. For example, all children who are looked after should have their health needs assessed within 28 days of placement and thereafter at least every 6-12 months.

### **Initial Assessment**

A brief assessment of each child referred to Social Care with a request for services to be provided. This should be undertaken within a maximum of 7 working days of the initial referral.

### **LAC - Children Looked After**

A looked after child is someone who is either:

- Provided with accommodation, arranged by a local authority, for a continuous period of more than 24 hours (Section 20 of the Children Act 1989). This includes children subject to accommodation under an agreed series of short-term placements (short-breaks or respite care);
  - Subject to a relevant court order under Part IV or V of the Children Act 1989.
- Most looked after children cease to be looked after on reaching their 18<sup>th</sup> birthday, although a small number may continue to be looked after beyond 18 under the current provisions of the Children Act 1989, Section 20 (5).

### **LAC – Looking After Children System**

The 'Looking After Children' (LAC) materials are an information and record keeping system and practice tool for social workers who work directly with looked after children.

## **Pathway Plan**

This plan is part of the Care Leavers Act 2000, and should set out the support and assistance which a care leaver will receive in transition to independent life.

## **PAF - Performance Assessment Framework**

The Performance Assessment system for social services aims to bring together all the information about the performance of each local social services authority to:

- Help them to develop their own performance management arrangements;
- Compare their performance with others
- Make a contribution to the Government's objectives and priorities.

## **PI's – Performance Indicators**

Measurable numerical performance targets and standards set by Government, the Audit Commission or local authorities. For example, PAF AI (proportion of looked after children who have 3 or more placements in one year) is a National Priority Target set by the Government i.e. 15% by 31.3.02.

QP 7.1 (proportion of referrals which are repeats), however, is a local target set by Telford & Wrekin i.e. 28% by 31.3.02.

## **PEP – Personal Education Plan**

A Personal Education Plan should be completed for every looked after child. Plans should set clear objectives or targets for the young person, which relate to academic achievement as well as other personal and, if appropriate, behavioural targets. The plan also details who will action the targets with timescales for action and review.

## **Placement and Placement Plan**

A formal decision made regarding where, and with whom, a child should live. A Placement Plan, part of the LAC paperwork, is a written document detailing the arrangements for day to day care and the role of the placement in meeting the objectives described in the Care Plan.

## **QP – Quality Protects**

The Government's programme for transforming the management and delivery of children's social services to deliver better life chances for the most vulnerable and disadvantaged children.

## **Referral**

A request for services to be provided by Social Care. The response may be to commence an Initial Assessment under the Framework for Assessment, or it may include no action. In either case, the decision will be made within 24 hours and recorded.

## **Regulation 22 Visitors**

Regulation 22 of the Children's Homes Regulations 1991 (Children Act 1989) places a duty on local authorities to ensure that children's homes they operate are visited at least once a month by an independent officer/person not responsible for the direct running or management of the homes. These are not inspection visits but provide a regular source of monitoring whether such homes are being operated in accordance with associated regulation and guidance.

**Review**

A formal occasion with written records when the plans in respect of the child/young person are reviewed in the light of the most recent assessment or re-assessment of their needs. In the case of children on the Child Protection Register, a Review Conference will take place within 3 months of the Initial Conference and thereafter within every six months. For children who are looked after, a Review will take place within one month, followed by another within 3 months and thereafter a minimum of six monthly.

**Section 17**

Section 17 of the Children Act 1989 imposes on every local authority a duty to safeguard and promote the welfare of children in their area who are in need.

**Section 47**

Section 47 of the Children Act 1989 requires every local authority to make enquiries about children thought to be at risk, enabling them to decide whether they need to take further action to safeguard the child's welfare.

**SEN – Special Educational Needs**

Children and young people who have been identified as needing additional support within an educational setting.

**Sure Start**

The Sure Start Programme aims to transform the life chances of young children (0-4 year-olds) through better access to family support, health services and early education, providing pathways out of poverty and preparation for school.

**Vulnerable Children**

Vulnerable children are those disadvantaged children who would benefit from extra help from public agencies in order to make the best of their life chances. Without such assistance they are likely to become socially excluded and in need of services under Section 17 of the Children Act 1989.

**Working Together**

"Working Together to Safeguard Children" (1999) is a guidance document jointly produced by the Department of Health, the Home Office and the Department for Education & Employment. It sets out how all agencies and professionals should work together to promote children's welfare and protect them from abuse and neglect.

# Appendix

## **Appendix 1 Performance Assessment Framework**

Children & Families: Comparisons between Telford & Wrekin Council and other Family Group Authorities

## **Appendix 2 Quality Protects**

Planning and Implementing the Quality Protects Programme in Telford & Wrekin

## **Appendix 3 Children & Families Division**

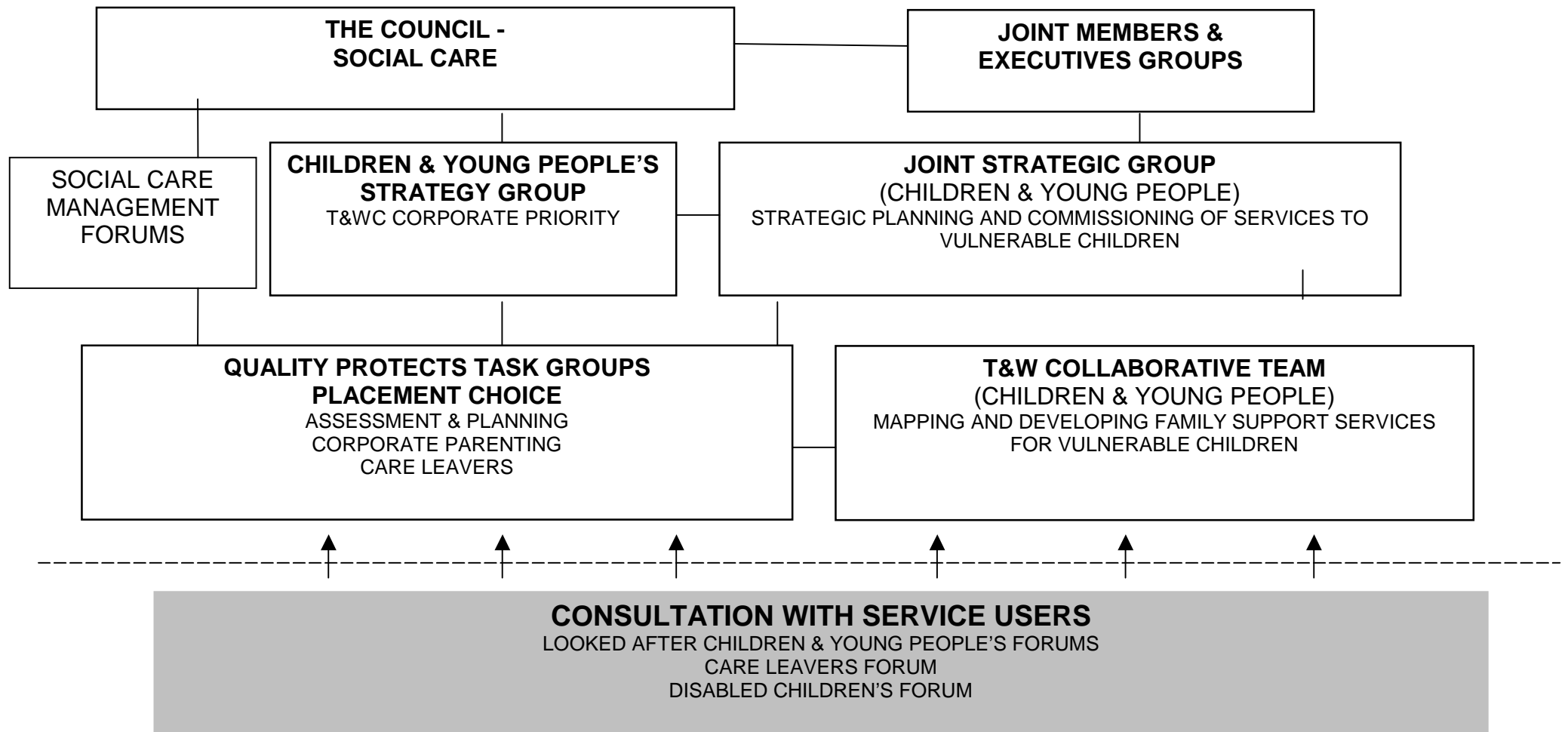
Structure Chart in Telford & Wrekin

PAF Ref. Number	Performance Indicator 1999/2000	Local Authority										
		1	2	3	4	5	6	7	8	9	10	11
		Milton Keynes	Peterborough	Rochdale	Stockton on Tees	Swindon	Telford & Wrekin	Thurrock	Walsall	Warrington	Unitary Averages	National Averages
A1	Percentage of children looked after with 3 or more placements in the year	14%	18%	13%	16%	22%	16%	15%	20%	14%	15%	14%
A2	Percentage of young people looked after at the age of 16 or over with at least 1 GCSE at grade A*-G or GNVQ	4%	10%	35%	17%	45%	46%	27%	27%	33%	29%	30%
A3	Percentage of child protection re-registrations during the year	7%	15%	10%	25%	23%	18%	15%	9%	17%	16%	14%
B7	Percentage of children looked after in family placements	66%	73%	68%	66%	83%	64%	75%	72%	83%	73%	71%
B8	Gross weekly cost of placing a child in children's homes and foster care	-	£310	£394	£389	£238	£312	£413	£586	£293	£360	£406
B9	Gross weekly cost of placing a child in children's homes and foster care	-	£1,653	£1,382	£1,102	£1,326	£690	£2,838	£2,569	£1,633	£1,442	£1,431
B10	Gross weekly cost of placing a child in foster care	-	£204	£183	£171	£186	£183	£163	£287	£120	£194	£217
C20	Percentage of child protection cases which should have been reviewed during the year that were reviewed	87%	73%	99%	74%	100%	91%	83%	86%	33%	82%	83%
C21	Percentage of de-registrations of children who had been on child protection register for 2 or more years	12%	3%	1%	8%	3%	3%	20%	10%	7%	10%	12%

C22	Percentage of children looked after under 10 years in family placements	72%	82%	81%	75%	87%	85%	81%	91%	85%	83%	82%
C23	Percentage of children looked after adopted from local authority care	6.5%	4.1%	7.0%	6.4%	4.5%	10.3%	7.6%	6.8%	4.2%	5.4%	4.7%
C25	Percentage of inspection of residential care homes for children which should have been carried out that were carried out	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
D35	Percentage of children who had been looked after continuously for at least 4 years who had been in their foster placement for 2 years	90%	61%	44%	49%	66%	46%	45%	59%	48%	56%	51%
E44	Percentage of gross expenditure on children in need	13%	32%	39%	34%	42%	31%	40%	21%	48%	34%	36%
E45	Ratio of the percentage of children in need that were from ethnic minorities to the percentage of children in the local population that were from ethnic minorities	1.01	1.07	0.73	1.35	1.84	1.00	5.23	0.85	0.99	1.37	1.89

## Appendix 2

# MULTI-AGENCY PLANNING AND IMPLEMENTATION IN TELFORD & WREKIN



## Appendix 3

# CHILDREN & FAMILIES DIVISION TELFORD & WREKIN SOCIAL CARE

