



Department for Children and Young People

POST - JAR ACTION PLAN

September 2008

Ref: D410-1-348-08

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INTRODUCTION

The Joint Area Review (JAR) of services to children and young people in South Gloucestershire took place in May 2008 at the same time as the Corporate Assessment (CA) and just after the inspection of the Youth Offending Team (YOT). The reports were made public in September 2008 and gave evidence of the significant achievements of the Council, formally rating it as a four star, excellent authority.

The JAR focused on the three core areas of safeguarding, looked after children (LAC) and children with learning difficulties and/or disability (LDD). Services for our looked after children and those with LDD were judged to be good. Safeguarding was judged adequate. There were many positive comments from the team about the quality of our work in all three areas and in particular about the very good partnership working which underpins it. Two other areas were selected for additional scrutiny, teenage pregnancy and the engagement of children and young people. Both these supplementary areas were judged to be good.

The area of service management was judged to be good with good capacity to improve. The inspection team noted the good strategic planning, strong leadership and clear and challenging ambitions. It noted that most services and performance indicators have continued to improve from a generally high base.

The Children's Trust arrangements were judged to be strong, with good engagement from partners and a visible commitment across the partnership to multi-agency working evident in the Children and Young People Strategic Partnership, the Safeguarding Board, and the Youth Offending Service.

The report also notes the strong culture of participation ensuring a good range of activities for children and young people to give their views and influence service delivery.

Many of the areas of weakness identified in the JAR were addressed very promptly, and the action plan sets out very clearly how we intend to embed these improvements with further developments included in business plans in both the Children and Young People's Department and for partner agencies.

The action plan has been drafted and then shared with the Children and Young People select committee, the Safeguarding Board and the Children and Young People Strategic Partnership. This has enabled all partners to consider the actions proposed and to make refinements to the plan, prior to presentation at South Gloucestershire cabinet.

The action plan will be monitored after 6 months and fully evaluated after a year. Reports will be shared with the Children and Young People Select committee, the Safeguarding Board and the Strategic Partnership. Following this any outstanding actions and future developments will be incorporated into the Children and Young People Plan, partners plans and operational service plans as appropriate.

RECOMMENDATION 1	
Ensure that an appropriate way is found for the successful dissemination of the findings of this report to children & young people in the area.	
JAR judgement	
<p>The impact of the partnership on empowering children and young people to contribute to service provision and to the development of their local community is good. A strong culture of participation, underpinned by a good strategy, ensures a good range of opportunities for children and young people, including those who are more vulnerable, to give their views and influence service delivery. Coordination of activities and use of feedback are not sufficiently developed and there are insufficient outcome targets in the service delivery implementation plan.</p> <p>In order to be graded as outstanding we would need to achieve the following: - 'Mechanisms for consultation with children and young people, including looked after children and those with learning disabilities and/or difficulties, are embedded in practice, ensure that their voice is heard and include formalised links at strategic level. Agencies have agreed key principles for engagement, and standards against which the success of active involvement can be judged and training and participation accredited. Children and young people, including looked after children and those with learning disabilities and/or difficulties are involved fully in issues that affect them and that their views are built into decision-making processes and demonstrably inform the shaping of services.'</p>	
Position Statement	
<p>An overarching Participation Strategy is in place and guides the development of participation work. There are young people and children's versions of the strategy. An extensive range of participation and consultation opportunities are currently delivered by partnership agencies with both universal opportunities and opportunities targeted to specific groups. Two conferences are held annually to promote further participation opportunities. A Participation working group meets regularly to oversee the implementation of the participation strategy, develop best practice and plan events.</p> <p>A new structure for formal participation arrangements has been agreed including a shadow board consisting of UKYP representatives and the Children & Young People's Champion and existing Youth Forum members. The board will represent young people on strategic bodies including the CYP Strategic partnership and the Local Safeguarding Board. Information regarding participation strategy and activity is available on the partnership website. The youthunlimited.com website has now been launched and will include all participation and consultation activities, evaluation and feedback.</p>	
Key requirements	
Ensure those young people directly involved in the JAR inspection as well as the wider community of children and young people are informed of the results of the JAR findings.	
Target group for activity	
Children and Young People.	
Actions	Responsibility
To report back to all children & young people on the outcome of the Joint Area Review and the implications for the services they are offered.	Christopher Herriot and Participation Working Group

Milestones	Outcome measures	Deadline
Draft and distribute a letter / card to all children & young people who were directly involved in the JAR process reporting on the outcomes. Letter signed by Director and the person that the young people know (i.e. youth worker). Invite these children/young people to a meeting (Raise Your Voice) to discuss further.	Letter distributed and meeting convened.	December 2008
With young people, produce a summary of JAR findings accessible to children and young people for distribution via schools, youth clubs, youth fora, partner agencies etc., and to be posted on youthunltd.com, other council websites and participation newsletters.	Summary produced, web-posted and distributed	January 2009
Agenda JAR report for Youth Summit and ECM transition events.	JAR discussion included in event reports	November 2008
Responsibility/lead	External support	
Chris Herriot		
Resources	Link to other priorities, activities, plans	
Printing Costs £1500 - Partner Agency Contributions	<p>South Gloucestershire Children and Young People's Plan</p> <p>Implementation Plan (for above)</p> <p>South Gloucestershire Children and Young People's Participation Strategy</p> <p>Implementation plans (for above)</p> <p>Service Plans</p>	
Monitoring and evaluation		
<p>Children and Young People to evaluate feedback mechanisms through the annual 'Raise Your Voice' Conference</p> <p>Head of IYSS to report to SLT after ' Raise Your Voice' Conference has evaluated progress.</p>		

RECOMMENDATION 2

Establish more robust systems to enable effective performance management and reporting of performance in children's social care.

JAR judgement

Arrangements for safeguarding children and young people are adequate. Early intervention and family support services are good. The most vulnerable children and those in need of protection receive effective services with high quality assessments and planning and good support for young people involved in offending behaviour. However there are weaknesses in the reliability of some data and quality assurance in children's social care and the Local Safeguarding Children's Board (LSCB) guidance on safe recruitment is not always followed consistently. The LSCB has not scrutinised private fostering arrangements.

"Arrangements for scrutiny is strong and has led to improvements".

[Outstanding Performance Management Descriptor - ECM grade descriptors]

Position Statement

Work since the JAR has focussed on establishing accurate data for the 07/08, APA data submission, a complete review of social care processes and practice from the point of contact to assessment and the establishment of a systematic file audit process. This work is being developed into a performance management framework for social care with clear reporting timescales.

Since the JAR the Department for C&YP has undertaken a systematic audit of all Performance Indicators for the social care elements of the Stay Safe APA data set.

The JAR identified short comings in the data set from the point of contact to core assessment. Following a detailed audit of all referrals progressing to Initial and Core Assessments the APA data set was revised. New annual targets were set within the Department for C&YP for initials and cores at 60% and 90%. Since then new procedures incorporating accurate definitions have been written and trained to, along with a weekly reporting system to ensure compliance to the new way of working.

Weekly, monthly and quarterly reports are seen by the Head of Locality Services (responsible for Safeguarding). The first quarter performance for IA's and Core Assessments was 60.3% and 83.7% respectively (July 08). The first quarter performance report has been presented to the Safeguarding Board.

Integrated Children's System - This work has been aligned to the ICS roll out and there is a senior manager ICS group that meets weekly to review progress. Social care processes from Contact to Core Assessment are now using ICS word documents. Contact and Referral Information is currently inputted by information assistants. ICS roll out for initials and cores is currently being tested with a view to all practitioners and managers using ICS when the ICS system is fit for purpose.

Case File Audits - A systematic file audit process has been introduced for C&YP for all social care managers along with the Deputy Director. Each tier of manager audits 5 files on a monthly basis. New audit tools have been developed to address a range of case file themes. There has been particular focus on the embedding of new practices in the locality and CHAD Teams to ensure compliance. Senior managers have focussed on other case management issues including chronologies.

<p>The Safeguarding Board has set up a multi-agency short life working group to make recommendations with regard to future performance management reporting systems for both key indicators and practice audits. Private fostering arrangements were scrutinised by the Board in July 2008.</p>		
<p>Key requirements</p>		
<ul style="list-style-type: none"> • Embedding of new practice and processes for referral to initial assessments. • Embedding of new case file audit system. • Establishment of systematic performance management reporting to CSMG, SLT and Safeguarding Board. • Training to support new ways of working for all relevant staff. 		
<p>Target group for activity</p>		
<p>CSMG CMG Information and Performance Team</p>		
<p>Actions</p>		<p>Responsibility</p>
<p>1) Implementation of Performance Reporting Framework including national indicator set and case file audits with established reporting timetable.</p>		<p>LC/CSMG/Info & Perf Team</p>
<p>2) Training to support locality and CHAD team delivery of referral and assessment aligned to ICS roll out.</p>		<p>VS/Trng/ICS Tm</p>
<p>Milestones</p>	<p>Outcome measures</p>	<p>Deadline</p>
<p>Performance Reporting Framework</p> <ul style="list-style-type: none"> • Performance reporting system established for Contact, Referral, IA and Core based on new procedures and guidance. 	<ul style="list-style-type: none"> • All teams using new forms for Contact, referral, IA and Core • Reviewing reports in place from contact to core for locality and CHAD teams. • Daily reports for Team Managers. • Quarterly reports to CSMG/SLT and Safeguarding Board 	<p>Sept 08</p> <p>In place for all activity since July.</p> <p>In place since July.</p> <p>Report to Board July 08</p> <p>Report to CSMG/SLT Oct 08.</p>
<ul style="list-style-type: none"> • Case File Audit Programme in Social care for Deputy Director • CSMG and CMG 	<ul style="list-style-type: none"> • Monthly audits in place (All managers). • Quarterly review in place (CSMG) 	<p>July 08 & ongoing.</p> <p>Oct 08 & ongoing</p>
<ul style="list-style-type: none"> • Quality Review Unit Thematic audit programme 	<ul style="list-style-type: none"> • Threshold and referral audit completed • Child Protection Conferences Compliance audit • Children in Care Audit 	<p>Oct 08</p> <p>Jan 09</p> <p>Ongoing up to July 2010</p>
<ul style="list-style-type: none"> • Review of Social Care Team compliance sheets 	<ul style="list-style-type: none"> • Revised Compliance sheets in place. 	<p>March 09</p>
<ul style="list-style-type: none"> • SGCSB Short Life Working Group reports to Board 	<ul style="list-style-type: none"> • Report presented to Board policy and procedures sub 	<p>Sept 08</p>

	<ul style="list-style-type: none"> group. Report presented to full Board and agreed. New Board reporting system fully developed and implemented. 	<p>Oct 08</p> <p>March 09</p>
<p>Training</p> <p>Workshops to implement new procedures and guidance for Contact - Core Assessment aligned with ICS roll out.</p>	<ul style="list-style-type: none"> Introduction to new guidance - workshop. Initial and Core Assessment Workshops Assessment and Analysis Workshops Action Planning Workshops 	<p>June 08</p> <p>July 08</p> <p>Oct/Nov 08</p> <p>Nov/Dec 08</p>
<p>Roll out of ICS</p> <p>(see ICS project plan attached)</p> <p>Develop ICS work templates pending use of ICS screen templates.</p>	<ul style="list-style-type: none"> Word templates for Contact Pre-referral/Referral, Initial and Core Assessments developed. 	<p>July 08</p>
Responsibility/lead		External support
Mike Connolly Liz Crocker		External Audit planned for June 2009
Resources		Link to other priorities, activities, plans
ICT - Steve Baxter Training		C&YP Stay and Safe Plan South Glos Safeguarding Board Plan
Monitoring and evaluation		
CSMG, SLT, ICS group South Glos Safeguarding Board		

RECOMMENDATION 3
Improve the quality of recording of summaries and chronologies on case files in children's social care.
JAR judgement
'Looked after children': 3 Good - ' <i>...However, the quality of recording of summaries and chronologies on case files scrutinised by inspectors was variable, making it difficult for new staff and managers to ascertain the situation quickly from reading the file.</i> '
<p>Potential relevant ECM Grade Descriptors:</p> <ul style="list-style-type: none"> A single assessment and recording system is in place and is being used effectively across the council services and the partnership. (Outstanding 'Workforce') Scrutiny is strong and has led to improvements. (Outstanding ' Perf. Mgmt.)
Position Statement
Since the JAR a systematic file audit process has been introduced involving all social care managers and the Deputy Director. Each manager audits five files a month. Senior managers have established a process whereby issues emerging from audits can be collected and used to identify good practice and trigger improvements. This process is being used in the area of chronologies and summaries to identify stronger and weaker practice to develop shared understanding of required standards.

Summaries: Since JAR, as part of the implementation process for the Integrated Children System (ICS) the four duty teams have begun using 'Word' templates of exemplars from Contact to Core Assessment and will shortly move on to Children in Need and CP Planning and review exemplars.

Workshops have already been held on the basic process and further are planned during September and October to focus on planning and analysis. Action to address improvements in summaries will be co-ordinated with this work focussing on how the 'Analysis of progress to date' section within the planning and review exemplars should be used effectively as a case summary in conjunction with the chronology.

Chronologies: Currently social care staff use a Word based document 'Chronology of significant events' (CC4).

Unfortunately as we move into the use of ICS our Capita system does not have the capability to automatically record in the same format or even to retrieve relevant information without reproducing entire entries from other sections. The current Capita ICS chronology records all activity entered into the system by the date on which it was entered and whilst some sorting of activity is available it does not provide a mechanism to '*...ascertain the situation quickly*'.

We are in discussion with Capita on this issue who have explained that the architecture of their system is not compatible with our needs at this time.

The DCSF Phase 1 and 1b ICS exemplar suite include a range of service focussed chronologies (e.g. detailing education / health histories etc.) which are each stand alone and do not record 'significant events' in a narrative style that would be useful for a swift overview of case history.

The forthcoming national roll out of ICS Phase 1c incorporates a new chronology requirement for court work. Suppliers have been tasked by the DCSF to ensure readiness to release this within the next 9 months. The format of this chronology is very similar to our existing CC4 and we are interested in exploring the potential for this format to become our standard case chronology format.

The chronology is a valued tool for social workers and managers and there will be a need to ensure that a way is found to maintain the principles and purpose of a chronology such as the CC4 during the time it takes to resolve the ICS issues.

It is therefore anticipated that work on improving chronologies may have two phases:

- The issuing of guidance to staff on good practice in content, style and purpose for chronologies for use with our existing CC4 format
- The implementation of a suitable ICS chronology within the integrated electronic information system used by social care staff

Key requirements

Objectives

- Identify good practice in summaries and chronologies
- Establish effective system for summaries
- Establish effective system for chronologies
- Quality assure and evaluate new systems

Target group for activity

Children's Senior Management Group (CSMG)
Children's Management Group (CMG)
Information and Performance (incl. ICS team)
Quality Assurance Unit
Training and Staff Development

Actions		Responsibility
Identify good practice in summaries and chronologies		
a) Maintain case file audit system		DD / CSMG / CMG
b) Identify best practice in the content and style of summaries and chronologies, locally and elsewhere and from DCSF ICS guidance		CSMG / CMG
Establish effective system for summaries		
a) Investigate proposal to develop the use of the 'Analysis of progress to date' as a summary tool		MC / VS
b) Produce good practice guidance to staff on the purpose and content of summaries		MC / VS / Trng.
c) Plan training workshops and team development opportunities to embed good practice in summary use and associated processes (e.g. analysis and review)		CSMG / Trng. / CMG
Establish effective system for chronologies		
a) Issue initial guidance to staff for use with current chronology format (CC4)		MC / CSMG
b) Working with managers and practitioners, our in house ICS team, the Capita team, other Capita user authorities and DCSF establish the feasibility and timescales required to create an ICS chronology capable of meeting our requirements		MC / ICS team / CSMG / CMG
c) Produce report and associated implementation action plan for Director and ICS Project Board		MC
Quality assure and evaluate new systems		
a) Maintain management case file audit system		DD / CSMG / CMG
b) Establish specific evaluation mechanism to review progress on summaries and chronologies after 6 and 12 months		CSMG / QAU / Martin Wood
Milestones	Outcome measures	Deadline
Summaries: 'Analysis of progress to date' content meets agreed summary criteria Training programme in place	Confirmed through CSMG Workshops held Process implemented	November 2008 November / January 2009
Chronology: Good practice guidance for chronologies issued to social care staff for use with existing CC4	Summary produced and presented to CMG Guidance implemented	November 2008
Assessment report with recommendations prepared on the potential timescales for Capita ICS to meet chronology requirements	A clear process and timetable to move from 'Word' based chronology to ICS integrated version is agreed	September 2008 - January 2009
ICS Chronology Implementation plan confirmed	Plan implemented	February 2009

Quality Assurance: Quarterly case file audit summary report format agreed	First report produced	November 2008
Evaluation process agreed with Quality Assurance Manager	Audit timetable agreed	December 2008
Responsibility/lead		External support
Mike Connolly		Capita; DCSF ICS regional support worker; Capita user group
Resources		Link to other priorities, activities, plans
Likely to be required in training / support and system testing / development		Performance management JAR Action Plan ICS Implementation Plan
Monitoring and evaluation		
Quality Assurance manager report to SLT and the Quality Monitoring group of the LSCB on a six monthly basis.		

RECOMMENDATION 4
To ensure all private fostering arrangements are identified and take appropriate steps to monitor and support these.
JAR judgement
Safeguarding: 2 Adequate
Arrangements for safeguarding children and young people are adequate. Early intervention and family support services are good. The most vulnerable children and those in need of protection receive effective services with high quality assessments and planning and good support for young people involved in offending behaviour. However there are weaknesses in the reliability of some data and quality assurance in children's social care and the Local Safeguarding Children's Board's (LSCB) guidance on safe recruitment is not always followed consistently. The LSCB has not scrutinised private fostering arrangements.
Position Statement
Since the conclusion of the JAR the South Gloucestershire Safeguarding Children Board (SGSCB) received (25 July 2008) a formal report in relation to Private Fostering in keeping with the requirements of the National Minimum Standards for Private Fostering (2005).
At the same meeting the Local Authority SGSCB received and adopted the Local Authority Statement pertaining to Private Fostering as required by statute.
SGSCB has now formally timetabled the receipt of an Annual Report on Private Fostering into the forward plan of SGSCB.
Responsibility and accountability for Private Fostering has been clarified and this will sit within the remit of the Corporate Parenting Manager who will present the aforementioned reports to SGSCB on an annual basis.
Key requirements
The National Minimum Standards for Private Fostering specify a minimum standard

for local authority practice in the fulfilment of Children Act duties and functions in relation to Private Fostering. They, alongside the requirements in section 44 of the Children Act 2004 and the 2005 regulations, are intended to improve the local authorities' focus on private fostering, in part by requiring them to take a more proactive approach to identifying arrangements in their area.

Under Standard 7 of the NMS for PF, local authorities are expected to effectively monitor the way in which it discharges its duties and functions in relation to private fostering to include:

1. The local authority provides a written report each year, for consideration by the Director of Children's Services, which includes an evaluation of the outcomes of its work in relation to privately fostered children within its area.
2. The local authority reports annually to the Chair of the Local Safeguarding Children Board on how it satisfies itself that the welfare of privately fostered children in its area is satisfactorily safeguarded and promoted, including how it co-operates with other agencies in this connection.

Target group for activity

1. All agencies and organisations working with children and young people
2. All children, young people and their families who may enter into private fostering arrangements.
3. Specific targeting of private schools who may be required to notify the Local Authority of their arrangements for their care of children and young people.

Actions

1. To embed and carry out the activity in the agreed Private Fostering Statement of Purpose
2. To produce a review of such activity in the annual reports required by both the Director for the Department for Children and Young People and SGSCB
3. To act on any recommendations ensuing from the OFSTED inspection of Private Fostering arrangements scheduled for October 2008

Responsibility

Corporate Parenting Manager supported by: Marketing and Recruitment Officer in the Family Placement Team and the Partnership Officer

Milestones

Operational

1. A SW will be allocated to all potential PF arrangements who will visit the child within 7 days of the proposed arrangement to assess the appropriateness of the placement

2. Should the arrangement appear viable this will become subject to a joint assessment to be completed within 42 working days

3. A SW from the Family Placement Team will be

Outcome measures

All PF C&YP to have allocated SW following assessment of arrangements

Arrangements to be agreed and signed off by Corporate Parenting Manager

All private foster carers to have allocated SW following

Deadline

Continuous activity

allocated to support all private foster carers	assessment of arrangements	
4. PF C&YP will be visited within statutory timescales and formal reviews will occur as subject to regulation		Report to Director and SGSCB July 2009
5 All private foster carers to be subject to enhanced CRB checks	Checks to be held and subject to scrutiny/audit as required	
Raising Awareness: 1. Information is published on the South Gloucestershire website	Website updated and procedures revised	Sept 08
2. Awareness of notification arrangements to be promoted via newspapers, wage slips and other existing channels.		Sept 08
3. Publicity materials for professionals, parents and C&YP to be distributed to key access points		Sept 08
4. Such material to be made available in a range of different languages	Material currently available	
Training: 1. Awareness of PF arrangements to be included in the induction processes of all new social care employees	Activity to be recorded and reported upon	July 09
2. Development of awareness raising workshops for those working with C&YP underpinned by clear procedures	Revised Procedures on website and incorporated into revised Social Care Procedures	July 09
3. Private Foster Carers can access all Council Training programmes	Activity to be recorded and reported upon	July 09
Oversight 1. The Corporate Parenting Manager will monitor Children's Social Care's compliance and discharge of statutory functions		Annual report July 09 (recurring)
2. The Corporate Parenting Manager to formally report on such activity to the Director for the DCYP and SGSCB		Annual report July 09 (recurring)
3. To consider and act upon any recommendations from the OFSTED inspection of PF arrangements		
Responsibility/lead	External support	
Corporate Parenting Manager	Government Office for the South West SGSCB	

Resources	Link to other priorities, activities, plans
Full costing to be met within existing resources	SGSCB Business Plan 2008/09 Children and Young People Plan 2006/09
Monitoring and evaluation	
<ol style="list-style-type: none"> 1. An annual report on Private Fostering will be presented to the Director of the Department for Children and Young People within a Senior Leadership meeting by the Corporate Parenting Manager 2. An annual report on Private Fostering to be presented by the Corporate Parenting Manager to the Chair of the SGSCB for discussion, consideration and scrutiny by the full Board 3. Local Authority Self Assessment with regard to Private Fostering arrangements for scrutiny and evaluation by OFSTED to be followed by inspection to commence 24 October 2008 4. Individual Private Fostering files will be audited systematically by the Corporate Parenting Manager as a function of performance management oversight. 5. Private Fostering arrangements to be scrutinised by OFSTED inspection October 2008 	

RECOMMENDATION 5
Ensure all parents and carers of children with learning difficulties and/or disabilities receive information regularly and systematically on available services support.
JAR judgement
<p>Services for children and young people with learning difficulties and/or disabilities are good. Good multi-agency working ensures that children with more severe and complex difficulties are identified early and receive good assessment and support. The Learning and School Effectiveness Service provides very strong support. Inclusion is very well supported, transition planning is effective and high numbers of young people post-16 years are in education, employment or training. Parents did not find it easy to access information on services and support.</p> <p>The parent/carers of children & young people with learning disabilities and/or difficulties have access to and highly value impartial information, advice and guidance on ETE opportunities. (Ofsted criteria.)</p>
Position Statement
<p>A meeting of 1Bigdatabase partners was convened and agreed to refine the search facility. This has been actioned.</p> <p>A working group has met to update the Yellow book. This work is progressing well and will meet the deadline.</p> <p>A meeting has been arranged with the Parent Reference group to identify ways they would like the information communicated to all parents/carers of children with learning difficulties and/or disabilities.</p> <p>The Information System for Parents and Providers (ISPP) is being implemented in September 2009 to enable parents/carers to access information from Directgov across borders. This will have a more joined up approach to the provision of information and a greater emphasis on self-service and public facing websites.</p>
Key requirements
Improve access to information and support for parents/carers of children and young

people with learning difficulties and/or disabilities.		
Target group for activity		
Parent/carers of children with learning difficulties and/or disabilities, Supportive Parents, North Bristol Trust and The Care Forum		
Actions		Responsibility
Search on 1Bigdatabase made easier		Completed
Arrange meeting with Parents Reference group and agencies to source distribution of information required possibly leaflet giving signposting information.		J Edwards
Update Yellow Book on website and paper copies available upon request		J Edwards
To ensure Supportive Parents and The Care Forum have relevant, regular information to put into their newsletters		J Edwards
Milestones	Outcome measures	Deadline
Upgrade search on 1BigDatabase	Search facilities upgrade completed and now working	01/08/08
Meeting with reference group.	Proposal for information dissemination determined	31/10/08
Updated Yellow Book	New version on website and easily accessible	31/12/08
Responsibility/lead		External support
Jeannette Edwards		Supportive Parents The Care Forum, NBT
Resources		Link to other priorities, activities, plans
IBigdatabase met within existing resources If parents request New Yellow book as hard copy this will have a major resource implication. Reprint 5,000 copies £9,468.00 3,000 copies £6,503.00 Photo copy 500 copies £1,384.00 300 copies £ 868.00		Children & Young People Plan Parenting Support Strategy LDD Strategy
Monitoring and evaluation		
CYPIS manager to report 6 monthly to Senior leadership Team based on activity information and customer satisfaction surveys.		

RECOMMENDATION 6
Ensure all actions in service delivery implementation plans have specific measurable outcomes.
JAR judgement
The council has a good system for managing performance, which is used both by the council and the key partners in the CYP Plan to monitor performance against the priorities and associated targets in the CYP Plan. However not all targets in implementation plans across the partnership have specific measurable outcomes.
There are highly effective performance management arrangements in place across

<p>and within the council and partners which inform the improvement of services and outcomes and which have led to significant improvement in outcomes. Scrutiny is strong and has led to improvements. Services are aware of strengths and weaknesses, and effective use is made of internal evaluation and challenge. Children and young people are routinely involved in the performance management process.</p>		
<p>Position Statement</p>		
<p>The council select committees provide good scrutiny of performance.</p> <p>Regular, robust and balanced intelligence and information about performance across council services and the partnership is produced routinely. Its links budgetary and value for money information clearly with performance. Key performance information is regularly scrutinised; underperformance is tackled effectively.</p> <p>There is clear and sustained commitment to the joint agenda by partners with strong and visible leadership. The council and the partnership can demonstrate that their review of progress has led to reassessment of plans and improvement in outcomes for children and young people. Most services and performance indicators have continued to improve from a generally high base.</p> <p>The good planning processes are emphasised by the focus by the Senior Leadership Team's scrutiny of performance management indicators. This is then embedded through the Department Management Network and Partners. The outcomes as reported in the CYP Plan stem from this planning process.</p>		
<p>Key requirements</p>		
<p>To ensure that all operational / implementation plans have specific measurable outcomes.</p>		
<p>Target group for activity</p>		
<p>The managers within CYP who are responsible for operational/ implementation plans.</p>		
<p>Actions</p>		<p>Responsibility</p>
<p>To identify all operational / implementation plans and then place into relevant groupings.</p>		<p>Div Hd (RA&P)</p>
<p>Each grouping to have outcomes that are specific and measurable.</p>		<p>DMN</p>
<p>The responsible manager to review the outcomes of plans</p>		<p>DMN</p>
<p>Outcomes of the plan to be adjusted to ensure that they are specific and measurable</p>		<p>DMN</p>
<p>Milestones</p>	<p>Outcome measures</p>	<p>Deadline</p>
<p>All operational/ implementation plans identified</p>	<p>Div Hd (RA&P) has definitive list of all plans</p>	<p>Dec 08</p>
<p>All plans have a lead CYP manager assigned to them</p>	<p>Definitive list includes this information</p>	<p>Dec 08</p>
<p>Training provided to the CYP Managers in how to make outcomes specific and measurable.</p>	<p>Template agreed for reporting outcomes</p>	<p>Dec 08</p>
<p>Monitoring and evaluation arrangements are systematic and consistent.</p>	<p>Arrangements are agreed by SLT</p>	<p>Jan 09</p>
<p>Responsible CYP manager reviews plan to ensure that the</p>	<p>Definitive list includes the information that this has been</p>	<p>Feb 09</p>

outcomes are specific and measurable with the agreement of partners to the plan	done.	
Review of plans to ensure outcomes are specific and measurable	Definitive list includes the information that this has been done (including date)	Mar 09
Responsibility/lead	External support	
Div Hd (RA&P)	None identified at this stage	
Resources	Link to other priorities, activities, plans	
Met within existing resources	Local Partnership plan Council Plan CYPP Operational Service Plans PDPRs	
Monitoring and evaluation		
Monitor reports to the Strategic Commissioning Group - Jan 09 and Apr 09 Div Hd (RA&P) reviews plans in June 2009 and reports to Senior Leadership Team.		

RECOMMENDATION 7
Ensure that children and young people who participate in consultations are informed about how their views have influenced developments and raise awareness of this among the wider community.
JAR judgement
<p>Grade 3: All groups of children and young people are encouraged strongly to participate in decisions that affect them across health, education and social care. All children and young people know and understand, and have experience of, the decision-making processes that affect them, and know how to make representation. Consultation is routine, frequent and inclusive, and engages traditionally hard-to-reach, vulnerable and other groups of children and young people. Consultation builds on successful models of active involvement of children and young people, including local and national initiatives, for example, school councils, the British Youth Council, the youth parliament, the National Council for Voluntary Youth Service and the National Looked After Children Youth Forum. The views and opinions of children and young people have helped to shape and make a discernible difference to services.</p> <p>In order to be graded as outstanding we would need to achieve the following: - 'Mechanisms for consultation with children and young people, including looked after children and those with learning disabilities and/or difficulties, are embedded in practice, ensure that their voice is heard and include formalised links at strategic level. Agencies have agreed key principles for engagement, and standards against which the success of active involvement can be judged and training and participation accredited. Children and young people, including looked after children and those with learning disabilities and/or difficulties, are involved fully in issues that affect them and that their views are built into decision-making processes and demonstrably inform the shaping of services.'</p>

Position Statement		
<p>The JAR report says that: The impact of the partnership on empowering children and young people to contribute to service provision and to the development of their local community is good. A strong culture of participation, underpinned by a good strategy, ensures a good range of opportunities for children and young people, including those who are more vulnerable, to give their views and influence service delivery. Coordination of activities and use of feedback are not sufficiently developed and there are insufficient outcome targets in the service delivery implementation plan.</p> <p>The foregoing recognises an extensive range of participation and consultation opportunities currently undertaken by the partnership agencies. Children & Young People are able to participate in a wide range of fora and consultation activities this includes UKYP, Student/School Councils, South Glos Youth Forum, Local Youth Forums, Youth Club Committees and service consultation groups and other local bodies. Two conferences are held annually to promote further participation opportunities and young peoples participation.</p> <p>A partnership strategy is in place and under review within the implementation plan. This includes versions for both children and Young People. A new structure to outline formal participation arrangements has been agreed including a shadow board consisting of UKYP representatives and the Children & Young People's Champion and existing Youth Forum members. The board will represent young people on strategic bodies such as the partnership board. On the partnership website a link has been developed for participation which covers structure, activity, resources, evaluation and feedback. A web side has been developed (youthunltd.com) which will include all participation and consultation activities with the evaluation and feedback.</p>		
Key requirements		
Develop a mechanism for effectively reporting back to participants how their involvement has led to change and/or improvements in services.		
Target group for activity		
Professionals, Agencies, Children and Young People, Parents and Carers.		
Actions		Responsibility
Develop a corporate recording system to monitor and co ordinate all consultation and participation activities, utilising the Corporate consultation system (iNovem), including feed back procedures for Children and Young People.		Christopher Herriot and Participation Working Group
Milestones	Outcome measures	Deadline
Draft and disseminate a reporting template for use by all staff engage in participation and consultation activities.	Professionals and agencies Acknowledge receipt of template by December 2008	March 2009
To carry out training using appropriate young people-friendly communication techniques.	50 members of staff appropriately trained over 3 sessions	October 2008 January 2009 March 2009
Collate reports of consultation/ participation activities and review same, accumulating data for quarterly reports to be published on council web sites and newsletters.	First quarterly reports published March 2009.	March 2009

To develop a six monthly participation newsletter.	Newsletter distributed by March 2009 to all corporate departments, Community and voluntary services, parish and town councils and children and young people, as appropriate.	March 2009
To publicize all results of activities on partnership website, youthunltd.com , virtual youth centre and all relevant newsletters.	Results of an activity will be publicised on the website within one month subject to any necessary procedural approval	Ongoing
Produce a guide of appropriate feed back opportunities for professionals to use as an aid	Guide to be produced and distributed to all (as appropriate)	December 2008
Draft and distribute a publicity template to encourage services to report consultation outcomes to participants by whatever means (notice boards in public spaces, websites, newsletters, documents, letters, etc...) utilising a tri-element format as follows:- "We asked about... You told us... As a result, we did....."	Template and covering letter drafted and distributed.	December 2008
Responsibility/lead	External support	
Christopher Herriot - Chair of Participation Working Group		
Resources	Link to other priorities, activities, plans	
Printing Costs £1500 - Partner Agency Contributions	South Gloucestershire Children and Young People's Plan Implementation Plan (for above) South Gloucestershire Children and Young People's Participation Strategy Implementation plans (for above) Service Plans	
Monitoring and evaluation		
Quarterly Reports will be submitted by the Principal Youth Service Manager to the Head of Integrated Youth Support Services who will report annually to the Senior Leadership team (SLT). Children and Young People to evaluate feedback mechanisms through the annual Raise Your Voice Conference.		