

Telford & Wrekin Children's Trust



Be Healthy	Green
Stay Safe	Teal
Enjoy and Achieve	Blue
Make a Positive Contribution	Purple
Achieve Economic Well-Being	Pink

2008 JOINT AREA REVIEW - ACTION PLAN

1 Introduction

The Joint Area Review (JAR) of children's services for Telford & Wrekin took place in May 2008 at the same time as the Corporate Assessment (CA) and the Enhanced Youth Inspection (EYI). The JAR report was published in September 2008 and assessed the contribution of local services in ensuring that children and young people:

- at risk or require safeguarding are effectively cared for
- who are looked after achieve the best possible outcomes
- with learning difficulties and/or disabilities achieve the best possible outcomes

An investigation into the quality of the partner's strategy for addressing teenage conception rates and providing support for young parents was also carried out. Finally, an assessment of our management of services for children and young people and our capacity to improve was made.

2 JAR report

The JAR report identified much for the Children's Trust to be proud of and confirmed that there is significant progress being made towards making a positive difference to the lives of all Telford & Wrekin's children, young people and their families. Services were judged to be good overall with many outstanding features. It is particularly pleasing that it was noted that our capacity to improve is enhanced by highly committed officers and staff who have developed effective relationships across the council and partner agencies at both strategic and operational levels.

Safeguarding - adequate (2)

- ✓ outstanding multi-agency preventative and family support services delivered through clusters
- ✓ in 2007/08 all child protection cases were reviewed on time which was recognised as very good performance
- ✓ effective partnership work to secure a comprehensive Child and Adolescent Mental Health Service (CAMHS)
- ✓ good arrangements to promote physical and mental health, and secure education for those not at school
- ✓ effective action to identify and respond to risk

- ✓ large reduction in the number of children killed or seriously injured in road accidents

Looked after children and young people - good (3)

- ✓ high priority given to looked after children by the council
- ✓ effective multi-agency joint work producing good outcomes for most looked after children
- ✓ good health promotion and health care provision
- ✓ strong participation of looked after children in service planning and delivery
- ✓ wide range of services promote learning and personal development
- ✓ very good service and outcomes for care leavers

Children and young people with learning difficulties and/or disabilities - good (3)

- ✓ well-established partnerships between health, social care and education
- ✓ Common Assessment Framework and Team Around the Child arrangements ensure cohesive and flexible support to families to keep children within the family
- ✓ good health provision for children with physical disabilities in mainstream schools
- ✓ good support services for children with visual and hearing impairment
- ✓ flexible and responsive short breaks/respite arrangements
- ✓ very good range of leisure and recreational opportunities

Teenage conception rates and support for young parents - adequate (2)

- ✓ strong partnership work and collaboration at local level
- ✓ effective action to improve and deliver good quality relationships and sex education programmes
- ✓ good range of sexual health information, advice and support
- ✓ good support for teenage mothers-to-be and young parents

Service management (3) and capacity to improve - good (3)

- ✓ clear commitment to ambitions for children and young people at the highest levels of the local authority and its partner organisations, communicated down to and shared by officers and staff
- ✓ excellent partnership working
- ✓ good focus on early intervention and prevention, closing the gap and delivery of multi-disciplinary, interagency services in local cluster arrangements
- ✓ involvement and engagement of children and young people at both strategic and operational levels
- ✓ good professional development opportunities and training

At the same time it highlighted a number of important weaknesses which we will need to overcome if we are to maintain the momentum for change.

Copies of the reports can be found at:

[http://www.ofsted.gov.uk/oxcare_providers/la_view/\(leaid\)/894](http://www.ofsted.gov.uk/oxcare_providers/la_view/(leaid)/894)

3 JAR action plan

The JAR action plan (see Appendix 1) has been drawn up to meet the ten recommendations made in the JAR report and recognises that the JAR represents progress at a particular point in time. Therefore, for each of the recommendations a position statement summarises where we are to date and signposts to any existing action plans to avoid duplication. A glossary of acronyms can be found at Appendix 2.

4 Monitoring and evaluation

The responsibility for development, ratification, publication and monitoring of the action plan lies with the Children's Trust Board (CTB). The action plan will be monitored by the CTB in January 2009 with a final review in April 2009. Evaluation of the outcomes of the action plan will be integrated into the 2009 review of the Children & Young People's Plan (CYPP).

5 Communication

As with the JAR report, details of the JAR action plan will be circulated to Children's Trust partners and the local media and will be made available on the Council's website at <http://www.telford.gov.uk/Education+learning/>



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TELFORD & WREKIN JAR – action plan

Recommendation 1 The local partnership should ensure that an appropriate way is found for the successful dissemination of the findings of this report to children and young people in the area

Strategic lead: Head of Commissioning, Performance & Partnerships

Position statement

The Young People's Forum (YPF) is a reference group for the Children's Trust Board (CTB) and meets regularly with the Director of Children's Services (DCS) and members of the CTB. Their work includes consultation on the Children & Young People's Plan (CYPP), assessing the young people friendly version of the plan, performance monitoring and the young people's priorities within the plan plus a varied annual work programme. A children and young people (CYP) version of the JAR report has been obtained from Ofsted and published on the Youth Zone website.

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
1.1	Consult with children and young people through the YPF to determine how they would like to learn about the findings of the inspection	DCS will present the findings of the JAR report to the YPF. The Forum will share its views on how best to disseminate the JAR report/findings to other young people.	Children & Young People's Active Involvement Service Manager	Dec 2008
1.2	Publish child-friendly version of the JAR report	Young people will be given simple information (eg poster/leaflet) on the findings of the JAR	Children & Young People's Active Involvement Service Manager	Jan 2009

Links: Active Involvement Service Business Plan

Recommendation 2 The local partnership should reduce the high levels of absence from school by looked after children

Strategic lead: Head of Learning and Achievement / Head of Safeguarding & Corporate Parenting

Position statement

The Children in Care School Attendance Action Plan is in place, setting the agenda for monthly multi-agency meetings to monitor school attendance and the barriers to attendance that children in care (CiC) experience resulting in early identification and positive intervention. One third of CiC are not in T&W schools and external providers are required to submit individual monthly attendance monitoring reports which are collated for submission to the Senior Officers Education of CiC Group. The 18.5% CiC absence rate for 2007/08 has been considerably improved to 12.9% for 2008/09 against a target of 15%.

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
2.1	Identify CiC pupils absent for more than 25 days in 2007/08 and investigate circumstances	Review of individual CiC attendance leading to a greater understanding of how/why absences occur and a report on themes to Senior Officers Education of CiC Group	Attendance Leader	Jan 2009
2.2	Pilot on-line learning for poor attenders working through the CiC Education Team	Improved attendance for those on pilot	Attendance Leader	Autumn 2008
2.3	Develop the existing reward system for CiC	Higher profile with CiC of the importance of attendance	Corporate Parenting Team Manager	Summer 2009
2.4	Training session to raise awareness of carers to the importance of school attendance	Uptake of carers for training session leading to improved CiC attendance	Attendance Leader	Summer 2009

2.5	Distribute termly CiC attendance data to schools, Integrated Services Managers (ISMs) and Corporate Parenting Team: <ul style="list-style-type: none"> • check at monthly monitoring meetings • check by Senior EWO to ensure issues have been addressed • check by Placements Team to ensure issues have been addressed for children placed externally 	Improved attendance of Telford & Wrekin CiC	Attendance Leader	Autumn 2008
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Links:

Strategy for promoting the Educational Achievements of CiC
 Attendance Support Business Plan
 Corporate Parenting Business Plan

Recommendation 3 The local authority should ensure that all cases are allocated promptly, care plans are of a high standard and that the actions in them are progressed in a timely way

Strategic lead: Head of Safeguarding & Corporate Parenting

Position statement

Cases where children have a protection plan in place or who are in care are allocated promptly. There is a robust transfer process in place which involves the outgoing team manager officially handing over responsibility to the incoming team manager. Case allocation status is monitored and reported on a fortnightly basis at senior management level. There are a small number of unallocated family support cases within the Assessment and Case Management Teams (ACMTs) - the social worker is not usually the lead professional and in all cases there is an active Team Around the Child (TAC) in place.

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
3.1	There is a need for a duty desk function to cover occasions when staff are absent from work. A review of the duty desk staffing / roles / responsibilities will be carried out to consider how best to meet the needs of children and their families.	<ul style="list-style-type: none"> Allocation within 2 weeks of family support cases More consistent management of unallocated cases More efficient administration of case management tasks 	Acting Business Manager Safeguarding & Corporate Parenting	Mar 2009
3.2	Managers to audit social workers' case files during supervision sessions	Early identification of any practice concerns on individual cases <i>(cross reference recommendation 5 position statement)</i>	Acting Business Manager Safeguarding & Corporate Parenting	Ongoing
3.3	Training for social workers on the completion of Protocol care plans and authorisation of all care plans by team managers	To ensure that recording is of good quality and that it reflects the plan and work undertaken with children and their families <i>(cross reference recommendation 5 position statement)</i>	Acting Business Manager Safeguarding & Corporate Parenting	Apr 2009

Links: Safeguarding and Corporate Parenting Business Plan

Recommendation 4 The local authority should ensure that all social care case files record ethnicity and have an up-to-date chronology

Strategic lead: Head of Safeguarding & Corporate Parenting

Position statement

Ethnicity is now recorded systematically by the Safeguarding Help Desk/Team as referrals are processed

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
4.1	Develop further management systems to ensure staff adherence to recording policy	Ethnicity is recorded on all children's case records (<i>cross reference recommendation 5 position statement</i>)	Acting Business Manager Safeguarding & Corporate Parenting	Jan 2009
4.2	Training programme for staff as recorded in the Laming Action Plan and Integrated Children's System (ICS) Action Plan to be implemented	All children's records to contain a current ICS chronology (<i>cross reference recommendation 5 position statement</i>)	Acting Business Manager Safeguarding & Corporate Parenting	Apr 2009

Links: Safeguarding & Corporate Parenting Business Plan

Recommendation 5 The local authority should establish a systematic and comprehensive approach to case file monitoring to ensure continuous improvement in social work practice

Strategic lead: Head of Safeguarding & Corporate Parenting

Position statement

The LA already has a process to audit social care files at a number of levels (eg team managers through supervision, business managers and the management team). However, no annual report has yet been produced to pull together all the findings. A Quality Assurance (QA) Implementation Group has been established that produced an annual audit plan and reports. (*cross reference recommendations 3.2, 3.3, 4.1 and 4.2*)

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
5.1	Review the current Quality Assurance (QA) Strategy	Revised QA Strategy endorsed by Senior Leadership Team (SLT)	Head of Safeguarding & Corporate Parenting	Jan 2009
5.2	Produce a QA framework in collaboration with Adult Services for the Local Safeguarding Children Board (LSCB)	Consistent approach to audit	Head of Safeguarding & Corporate Parenting	Jan 2009

Links: Safeguarding and Corporate Parenting Business Plan

Recommendation 6 The local partnership should establish consistent quality assurance and performance management arrangements to provide an objective knowledge of all service areas and better identify areas for improvement across the partnership

Strategic lead: Head of Commissioning, Performance & Partnerships

Position statement

Robust arrangements are in place for the performance management of the CYPP by the CTB who receive updates on progress against all key performance indicators (KPIs) and action plans at 3, 5, 8, and 12-month stages with a particular focus on the CTB outcomes and strategic development priorities. Agreement has been reached for obesity and speech and language development to form the 'deep dive' section of Telford & Wrekin's Joint Strategic Needs Assessment (JSNA). A project initiation document for the review of universal services for children aged 0-5 years across Health and the Local Authority has been agreed.

	Action to be taken	Outcome / success criteria	Operational lead	Timescale
6.1	Review data quality arrangements for all KPIs monitored as part of the Local Area Agreement (LAA) and CYPP	Data quality meets external audit requirements	Senior Manager Planning & Performance	Dec 2008
6.2	Agree and implement rolling programme of service reviews	Programme and monitoring arrangements for service reviews endorsed by CTB	Head of Commissioning, Performance & Partnerships	Dec 2008
6.3	Develop balanced scorecard approach to portfolio performance management	Balanced scorecard agreed and implemented by SLT	Senior Manager Planning & Performance	Mar 2009
6.4	Develop KPIs, targets and monitoring processes to support the Change for Children Board (CCB) priority action plans	Implementation of performance management processes to support the delivery of CCB priority action plans	Senior Manager Planning & Performance	Dec 2008

Links:
CYPP
JSNA
LAA

Recommendation 7 The local partnership should review capacity in children’s social care to ensure the needs of children and young people are being met effectively

Strategic lead: Head of Safeguarding & Corporate Parenting

Position statement

Work has been completed to review the role of the two Assessment and Case Management Teams (ACMTs) and the Looked After Children (LAC) Team

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
7.1	Review the role of the ACMTs	A clear criteria for the progression of cases through the appropriate team	Head of Safeguarding & Corporate Parenting	Jan 2009
7.2	Formulate proposals to address capacity for IROs and ACMTs	Proposals to address capacity agreed and in place	Head of Safeguarding & Corporate Parenting	Nov 2008

Links:

Recommendation 8 The local partnership should further reduce the rate of teenage conception by ensuring resources are targeted effectively in the areas of greatest need and on vulnerable groups

Strategic lead: Head of Commissioning, Performance & Partnerships / Director of Commissioning & Service Improvement

Position statement

A Teenage Pregnancy Performance Management Framework has been developed; this will be updated quarterly and reported to the Teenage Pregnancy Partnership (TPP). This is underpinned by more robust monitoring and evaluation of all key initiatives and better monitoring of mainstream provision is also required. The Teenage Pregnancy and Parenthood Strategy is currently being refreshed for the period 2009-12.

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
8.1	Review structure and processes that are in place to support implementation of the Teenage Pregnancy and Parenthood Strategy	Structure and processes reviewed – to include recommendations to ensure they are fit for purpose and in line with commissioning approach that is responsive to need and delivering best value	Lead Commissioner Children	Mar 2009
8.2	Ensure system is in place to identify vulnerable young people and referral mechanisms for 1:1 and/or group support	Evaluate effectiveness of mechanisms in identifying and supporting vulnerable young people and future plans agreed	Lead Commissioner Children	Mar 2009
8.3	Further develop teenage pregnancy prevention initiatives within Connexions 4 Youth	C4Y staff are competent and confident in RSE work with young people and monitoring and evaluation of teenage pregnancy programmes are in place and future plans agreed	Principal Strategy & Development Manager Connexions 4 Youth	Mar 2009
8.4	Undertake gap analysis across partner agencies in line with strategic objectives	Gap analysis informs wider workforce development, planning and commissioning	Lead Commissioner Children	Mar 2009

Links: Teenage Pregnancy and Parenthood Strategy

Recommendation 9 The local partnership should increase the use of performance data to evaluate the impact of the inclusion strategy and drive improvements

Strategic lead: Head of Learning & Achievement

Position statement

The LA is reviewing the use of SEN data at LA, cluster, school and individual pupil level

	Action to be taken	Outcome / success criteria	Operational lead	Timescale
9.1	Carry out review of Special Educational Needs (SEN) provision	Production of a recommended provision map with an action plan for change	Head of Learning & Achievement	Jan 2009
9.2	Draw up a performance management framework for SEN/inclusion including introduction of new procedures for systematic data evaluation linked to Comparison and Analysis of Special Pupil Attainment (CASPA)	Be able to monitor: <ul style="list-style-type: none"> • national and regional benchmarking data • performance data at LA level • use of data to track progress of pupils in special schools Use evaluation of data to allocate resources	Senior School Improvement Manager - Inclusion	Mar 2009

Links:

Recommendation 10 The local partnership should promote awareness of and consistency in the support for children and young people with autistic spectrum disorder

Strategic lead: Head of Safeguarding & Corporate Parenting

Position statement

The Autistic Spectrum Disorder (ASD) Strategy has been revised and a consultation workshop with key stakeholders to confirm the priorities and develop an action plan has been arranged

No	Action to be taken	Outcome / success criteria	Operational lead	Timescale
10.1	ASD Strategy Workshop to be held to consult on development of the strategy	Consultation contributes to strategy development	Head of Safeguarding & Corporate Parenting	Dec 2008
10.2	ASD Strategy and priority areas to be presented to CTB	Strategy and action plan endorsed	Head of Safeguarding & Corporate Parenting	Jan 2009

Links:

Glossary of acronyms

ASD	-	Autistic Spectrum Disorder
ACMT	-	Assessment and Case Management Team
CA	-	Corporate Assessment
CAF	-	Common Assessment Framework
CASPA	-	Comparison and Analysis of Special Pupil Attainment
CCB	-	Change for Children Board
CiC	-	Child(ren) in Care
CTB	-	Children's Trust Board
CYP	-	Children and Young People
CYPP	-	Children and Young People's Plan
DCS	-	Director of Children's Services
EET	-	Education, Employment or Training
EWO	-	Education Welfare Officer
EYI	-	Enhanced Youth Inspection
ICS	-	Integrated Children's System
IRO	-	Independent Reviewing Officer
ISM	-	Integrated Services Manager
JAR	-	Joint Area Review
JSNA	-	Joint Strategic Needs Assessment
KPI	-	Key Performance Indicator
LA	-	Local Authority
LAA	-	Local Area Agreement
LAC	-	Looked After Child(ren)
LSCB	-	Local Safeguarding Children Board
NEET	-	Not in Education, Employment or Training
PI	-	Performance Indicator
RSE	-	Relationships and Sexuality Education
QA	-	Quality Assurance
SEN	-	Special Educational Needs
SLT	-	Senior Leadership Team
TAC	-	Team Around the Child
TPP	-	Teenage Pregnancy Partnership
YPF	-	Young People's Forum