

Meeting: Children Families and Schools Sub Committee

Date: Monday 9 June 2003

Report of: Director of Children Families and Schools

Subject: Children, Young People and Families Joint Review and Best Value Review Update Report

Wards affected: All.

1. Purpose of the Report

1.1. To advise members of the progress made against the Joint Review Action plan and the Children, Young People and Families Best Value Review Action plan.

2. Recommendations

2.1 To note the contents of the report and endorse the progress made.

3. Information – Joint review

3.1 A Joint Review of Social Services in Brighton and Hove was carried out by a team working on behalf of the Audit Commission and the Department of Health, with on-site work in the Authority taking place between May and July 2001. A presentation of the findings was given to members on 23rd January 2002.

3.2 Following the Joint SSI review action plans were drawn up to address the seven key issues that arose from the inspection. The seven key issues were:

- More focus on the frontline
- Shaping the work force
- Ensuring a choice of living options for vulnerable adults
- Getting better at managing change
- More rigour in planning services
- Delivering the three-year financial strategy
- Continuing to engage councillors in social services business

3.3 Since this review was completed there have been significant changes within the Local Authority not least being the creation of the Children, Families & Schools Directorate. Nevertheless implementation of this action plan has continued albeit many of the targets have become incorporated into other strategic developments. Attached as Appendix 1 is an update of progress with regard to the Joint Review Action Plan.

4 Information – Best Value Review

4.1 Local Authorities have a duty to undertake Best Value Reviews of all their services within a five year timeframe under the requirements of the local Government Act 1999. The Best Value Review of Services for Children, Young People and Families was presented to committee in June 2002 and was a cross-agency review and comprehensive analysis

of existing service provision that identified actions to secure improved performance.

- 4.2 The aim of the review was for agencies to work together to find whole systems solutions for children and families in Brighton and Hove, developing multi-sectoral partnerships, and a strategic approach leading to better outcomes for children, young people and their families.
- 4.3 The review identified four key themes against which actions were designed:-

Theme 1

Improving the efficiency and effectiveness of service delivery by integrating services, commissioning, budgets and sharing information, across the agencies and of exploiting the potential for using NHS Act 1999 Section 31 flexibilities.

Theme 2

Achieving sustainability in securing better outcomes for children and young people within a finite budget, by more effective partnerships including family support and preventative action.

Theme 3

Reducing budget pressures arising out of high cost services through more effective early intervention and prevention and by taking a whole systems approach to planning and risk assessment.

Theme 4

Achieving improved performance against statutory and local performance indicators.

- 4.4 At an early stage in the review it was proposed that recommendations should target areas of work where maximum impact could be achieved rather than aiming to tackle every area of service for children young people and families. The review identified seven priorities for action: -
- High Cost Placements
 - Family Support
 - Care management
 - Looked After children/Foster Care
 - Child protection
 - Children with Disabilities
 - Children with Emotional/behavioural difficulties

5 Progress on Priorities for Action

5.1 High Cost placements – the key objectives were: -

‘To develop local solutions for children with the highest level of needs and who are currently receiving high services and hence reduce reliance on high cost care. Priority will be given to children in out of City care.’

Progress to date: -

The High Cost Placements Board has been established and meets regularly. A procurement strategy and joint contracts are being developed. Integrated commissioning and pooled budgets have been

deferred awaiting the appointment of the Joint Children's Commissioner and the establishment of The Children's Trust.

5.2 Family Support the key objectives were: -

'To develop integrated family support services across the agencies to improve targeted family support, early intervention and prevention to help avoid crises and children going into care or needing to be on the child protection register.'

Progress to date: -

A multi-agency reference group has been meeting regularly and implementation groups and a Project Board are also in place. A family support strategy has been agreed and it is intended that there will be family support services operating in four geographical areas with family support teams being the hub with links to schools, surgeries and other agencies throughout the area. These services will be fully operational from April 2004.

5.3 Care Management the key objectives were:-

'To develop an integrated inter-agency referral and assessment system incorporating clear thresholds of access to each tier of the services, care planning, case management and reviewing.'

Progress to date: -

A multi-agency task group was established in September 2003 and undertook a feasibility study regarding the development of integrated referral and assessment services. This group agreed an outline work programme that was necessary to achieve the target but also determined that the development of a single assessment process was fundamentally linked with the development of multi-agency family support services. It was agreed in January 2003 that the work around care management would be integrated with that of the family support services and would follow from the development of those teams.

5.4 Child Protection the key objectives were: -

To reduce the number of children on the register by provision of support and safety nets and to look at reduction in the length on time on the register and need for re-registrations

Progress to date: -

Since the Best Value Review has been completed the Local Authority Child Protection services have been audited by the Social Services Inspectorate. There has also been a self-audit of those services to ensure that they meet the standards recommended in Lord Laming's Report into the death of Victoria Climbié. There is a detailed action plan that was submitted to Children, Families & Schools Committee in June. Actions on child protection have therefore been subsumed within that plan and do not appear in the detailed action plan attached as Appendix 2.

5.5 Children with disabilities the key objectives were: -

'To develop a section 31 proposal for the integration of services for children with a disability including the MacKeith Centre re-provision as part of the integration.'

Progress to date: -

Over the past year the main achievement for disabled children has been that an interagency strategic outline case has been submitted to the Strategic Health Authority. This has incorporated an agreed ethos statement and broad agreement on the service model that will be used to design a fully integrated service for disabled children with Brighton and Hove. This work has received support at a senior level from all partner agencies

5.6 Emotional / behavioural difficulties and mental health the key objectives were: –

'To improve co-ordination of therapeutic support and to look at ways to ensure better management of behavioural difficulties in schools'.

Progress to date: –

A comprehensive strategy document has been developed over the last year. It has been widely consulted on and has received significant support. The action plan has been drafted and is being revised to include SMART targets and closer linkage with the development of integrated assessment and family support services

5.7 As can be seen in the attached action plan (see Appendix 2) there were comprehensive and challenging targets set within the Best value review of children's services and there has been progress against all targets. In some areas progress has been slower than expected but that reflects the complex nature of the changes indicated. In some areas resource difficulties have presented a focus for consideration and in one area, child protection, there have been service developments that render the best value recommendations unnecessary. In general progress has been solid and needs to be continued in the next two years when many of the outcomes will be achieved.

6. Consultation

6.1 A wide range of stake-holders (100) were involved in the Best Value Review. The Children's Rights Advocacy service and Coalition 4 Youth's information on children and young people views were used to help formulate the priorities and action plan.

6.2 Unison has been involved throughout the project by being members of the Project Board.

Meeting/Date	Children Families & Schools Committee 9/6/03	
Report of	Director of Children, Families & Schools	
Subject	Children, Young People and Families Best Value Review Update	
Wards affected	All	
Financial Implications	<p>The key to achieving these objectives is the delivery of savings on high cost care by provision of local solutions for children with high dependency needs, reducing reliance on independent agency care and negotiating more cost effective contracts. These savings will be invested in delivery of other objectives in the action plans in particular development of early intervention, prevention and targeted family support, plus improved remuneration and support packages for in-house foster carers. To date progress has been slow but there are early indications that the strategy is working. If Section 31 proposals are pursued budgets will need to be disaggregated where pooled budgets, joint commissioning and fully integrated services are being considered. <i>Finance Officer consulted: Louise Hoten</i></p>	
Legal implications	<p>The Department is required to meet statutory obligations under the Children Act 1989, the Adoption Act 1976, the Carers (Recognition Services Act) 1995, the Carers and Disabled Children Act 2000 and associated regulations and the Children (Leaving Care) Act. Section 31 proposals would need legal clearance in respect of the terms of the agreements being entered. There are no significant human rights implications <i>Lawyer consulted: Natasha Watson Date: 20/12/02</i></p>	
Corporate/City-wide implications	<p>This report will be an element of the performance rating for social services which in turn is an important element of the Council's overall rating under the Comprehensive Performance Assessment (CPA). The Local Authority also has a corporate responsibility for ensuring that children within Brighton & Hove are safeguarded, a key part of this is effective, functioning, social work services.</p>	Risk assessment
Sustainability implications	<p>There are no specific sustainability implications.</p>	<p>Any risks associated with the proposals have been identified and addressed within the main body of the report.</p>
Equalities implications	<p>Whilst it has been possible to identify some data and information about the impact of services on black and minority ethnic groups this is not comprehensive. This issue needs to be addressed in all priority areas in line with the requirements of the Race Relations (Amendment) Act 2000.</p>	
Implications for the prevention of crime and disorder	<p>The action plans to improve family support should have an impact in helping to improve community safety. Many of the families who would be receiving family support services require support because of domestic violence, substance misuse, or because children have behavioural problems, which may lead to crime</p>	

Background papers

Children, Young People and Families Best Value Review Report & Joint Review action plan.

Contact Officer

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Appendix 1

Joint SSI Review and Annual Report

Following the Joint SSI review action plans were drawn up to address the seven key issues that arose from the inspection. These action plans were agreed at Adult Social Services Sub-Committee in January 2002. The action plans can be found on the Council website

Below is detailed the progress that has been made against each issue.

Issues to be addressed	Progress against Issue
More focus on the front line	A family support strategy was developed and endorsed by all key agencies. Family support services will be in place in all areas by April 2004. Re-referrals in DAT have reduced to 21% and more assessments are completed in time-scales. There has been a significant increase in the number of permanent carers recruited and a new fostering payment scheme has been introduced which will lead to similar increases in the recruitment levels for short-term carers.
Shaping the workforce	Practice Managers are in post and new supervision arrangements in place. A recruitment and retention strategy was developed leading to reductions in vacancies and staff turnover. A work force management and development plan is in place and there is a full programme of training to ensure all staff achieve appropriate qualifications by 2004/5.
Ensuring a choice of living options for vulnerable adults	A Joint Protocol with Housing Department has been agreed ensuring corporate responsibility for meeting accommodation needs of 18-21 year old care-leavers. The relocation of a Leaving Care Personal Adviser to the Supporting People Team ensures appropriate and priority provision. Team tenancies with private landlords to sublet as "tester flats" to eligible children have been developed.
Getting better at managing change	A directorate newsletter has been developed and there have been regular Children, Families & Schools Forum meetings of all managers across the Directorate. A significant programme of work focussed on engaging young people and their families has been agreed for 2003/4
More rigour in planning services	There have been significant improvements in data entry to Carefirst and this has allowed more informed planning and review of services. This information has been made available to the ACPC and has contributed to improved ACPC business planning. The directorate is moving towards being fully compliant with Caldicott standards.
Delivering the three year financial strategy	Additional monies were placed in base budget to cover additional costs of high cost agency placements. This area continues to be a challenge within all action plans.

Item no. 7 on agenda

**Continuing to engage
councillors in social
services business**

The Children, Families & Schools committee was set up in May 2002 and has resulted in active involvement by members in decision-making regarding children's social care services.

Appendix 2				
Children, Young People and Families Best Value Review Update Report				
Action	SMART Target	SMART Date	Lead Officers	Record of Progress/Issues
High Cost placements – To develop local solutions for children with the highest level of needs and who are currently receiving high services and hence reduce reliance on high cost care. Priority will be given to children in out of City care.'				
1.1.1 To set up a multi agency task group	In place	30/06/02	AD Children's Social Care	Multi Agency Task Group set up – chaired by A.D.Social Care meets bi-monthly – steers work plan of Manager High Cost Agency Placements. Information is set out in Board Reports – shared with Members and Director of Children Families & Schools .
1.1.2 To map and audit the current position. To identify: - Numbers of children and young people. Location. Current service providers. Cost of placements. Demographic, data prevalence rates	Report to Children Young People's Strategic Partnership	10/07/02	AD Children's Social Care with multi-agency group	Map and audit of services has been completed. Targets set had become more challenging to achieve by end of 2002 and were ambitious when set.
1.1.3. To undertake a gap analysis Children and Young people's needs. Current services provided to meet needs. Local services available. Gap between local services and children's needs.	Report to Children Young People's Strategic Partnership	31/12/02	Assistant Director Children's Social Care with multi-agency group	In March 2003 there were 59 children in IFA's + 20 children in FTE Residential Agency Placements. Four children have returned from Residential Placements, but 5 have entered the system. End dates have been agreed for a further 3 children. At least 2 children who are being maintained outside of the system until appropriate

				placements can be found.
1.1.4. To determine the feasibility of returning a number of children How gaps may be filled and plans made for children to have a local package of care. Feasibility of costs of local care. Investment required. Evidence that earlier intervention works. In conjunction with multi-agency task group, instigate action to achieve targets	Report to Children Y.P. Strategic Partnership	31/12/02	Assistant Director Children's Social Care with multi-agency group	It is unlikely that IFA numbers will decrease until more internal foster carers can be recruited, particularly those who can offer placements for hard to place teenagers. Analysis of the children in IFA's is helping predict need for IFA's in the future more accurately and identifying where resources and energies should be focussed.
1.2. To develop a section 31 proposal for integrated commissioning and pooled budget for high cost placements	Report to Interagency Boards	31/03/03	Assistant Director Children's Social Care in conjunction with multi agency group	Children's Commissioner will pick up this area when they come into post in May/June 2003.

<p>1.3 To commission a more cost effective service from independent foster care agencies and residential providers.</p>		<p>31/12/02</p>	<p>Assistant Director Children's Social Care in conjunction with multi agency group</p>	<p>Development of a procurement strategy is underway. A framework contract and preferred provider list is being introduced and monitored. Further discussions are being held with IFA's re cost/volume contracts. There are no current plans for the development of procurement strategies involving Residential Agency Placements this will be linked to a strategy re CFS funded residential school placements.</p>
<p>1.4 Develop procedures and protocols to support the reduction of high cost placements New JAPLAG processes</p>	<p>Identification of ways spotting those children who would have ended up in crises resulting in out of City placement and preventing this happening</p>	<p>From Dec 2002</p>	<p>Assistant Director Children's Social Care in conjunction with multi agency group</p>	<p>MHCAP is gatekeeper of agency placements. The JAPLAG process is still used for agreeing joint funded placements between the education and childcare branch but there is currently no Health input. Key to the strategy is developing understanding of early intervention in planning as this can enable more choices of placements and improve quality of placements – Recent residential placements evidence this as providers have achieved high levels of success with Brighton & Hove children.</p>

<p>1.5. Through the Children's Fund develop family group conferences to offer the opportunity for children young people and their families to participate in planning the care of the individual child who is at risk of family or individual breakdown.</p>	<p>a. No of placements sustained b. No of children who remain with family and friends. c) No of children not registered or de-registered under CP procedures d. No of children helped each year e) No of carers contributing to care planning</p>	<p>From Sept 2002</p>	<p>Programme Manager Children's Fund</p>	<p>There has been a delay in starting the project due to difficulties in recruitment. A Project Manager has now been appointed and will be starting 2nd June. Because of this, we did not reach the target of 5 referrals up to 31/03/03. One referral has been taken to date. Target of 25 referrals to be taken in 2003-4. Data concerning the outcomes for children receiving FGC's will not be available until the end of 2004.</p>
Action	SMART Target	SMART Date	Lead Officers	Record of Progress/Issues
<p>Family Support - To develop integrated family support services across the agencies to improve targeted family support, early intervention and prevention to help avoid crises and children going into care or needing to be on the child protection register.</p>				
<p>2.1.1 To develop a family support strategy to include: the purpose of the service. the benefits to stakeholders</p>	<p>Proposals made and agreed by all agencies</p>	<p>1/4/03</p>	<p>Assistant Director Community and Families</p>	<p>Head of Family Support recruited internally and in post August 2002. She has just left and new Head of Service comes into post at the beginning of June.</p>

<p>the long term goals the major action programmes needed to achieve the objectives. the resources necessary to achieve the objectives and how these will be deployed</p>			<p>and Head of Family Support Service in conjunction with Family Support Sub Group</p>	<p>Ongoing research into local, regional and national models for a Family Support Service. City wide, multi agency Family Support group convened in September and has met several times since to provide advice and support on both policy and implementation. Family Support policy and strategy developed, consulted upon and agreed by Children, Families and Schools, and all relevant agencies (Primary Care Trust, Southdowns Health Trust, schools and voluntary organisations) January 2003.</p>
<p>2.1.2. To consider how best to take integration forward including the development of multi agency teams in local communities co-ordinating the approach with and using the experience of other initiatives such as the Children's Fund, Sure Start 1&2, New Deal for Communities, On Track, Early Years Child care Development Partnership, Extended Schools through the Schools Plus initiative NB link to Joint Review Action plan</p>	<p>Proposals made and agreed by all agencies</p>	<p>1/4/03</p>	<p>Children Family and Schools Directorate Mgt. Team and Family Support Sub Group advised by the Assistant Director Community and Families</p>	<p>Strategy is to develop an area based multi agency Family Support service with four areas and a number of access points including schools, GPs and community venues. The aim is to have the whole service operational by April 2004.</p>

<p>2.2.1 To develop a financial strategy to resource the development of early intervention and prevention services for families including redirection of resources from high cost placement savings</p>	<p>Strategy produced</p>	<p>1/12/02</p>	<p>CFS DMT and Family Support Sub Group advised by the Assistant Director Community and Families</p>	<p>Audit of current service and gaps underway. It has been agreed that Morley Street Family Centre will be released as a base for Sure Start and family Support in the central area, as a result of the ACPC review of assessment services. Links with Sure Start, Children's Fund, Connexions and Extended Schools are being consolidated.</p>
<p>2.2.2 To identify where there is a need for additional resources</p>	<p>Identification of the resources necessary to achieve the strategy and how these will be deployed</p>	<p>1/12/02</p>	<p>CFS DMT and Family Support Sub Group advised by the Assistant Director Community and Families</p>	<p>See above</p>

<p>2.2.3. To refocus existing resources e.g. from high cost placement savings</p>	<p>Refocused and balanced budgets</p>	<p>01/12/02</p>	<p>CFS DMT and Family Support Sub Group advised by the Assistant Director Community and Families</p>	<p>Consideration is being given to the redirection of resources from elsewhere in the service.</p>
<p>2.2.4. To explore ways of maximising receipt of additional funds.</p>	<p>Income strategy produced</p>	<p>30/09/04</p>	<p>CFS DMT and Family Support Sub Group advised by the Assistant Director Community and Families</p>	<p>Additional investment is being identified to assist in the development of Family Support, such as new CAMHS resource that has come to the local authority, Children's Centres and neighbourhood renewal.</p>
<p>2.3 Evaluate the outcome of the family support strategy of the City Centre Sure Start and consider developing the model across the City. Build the lesson learnt into the strategy development and the development of a Section 31 proposal</p>	<p>Evaluation complete. Areas where there have been improved outcomes are clear.</p>	<p>30/11/02</p>	<p>City Centre Sure Start Manager</p>	<p>Evaluation completed. Areas where there have been improved outcomes are clear and are being built into the Family Support model.</p>

<p>2.4 To support and develop the Hollingdean Sure Start project, to evaluate the lessons learnt build these into the strategy development and the development of a Section 31 proposal</p>	<p>First Phase evaluation complete</p>	<p>31/03/03</p>	<p>Hollingdean Programme Manager</p>	<p>Team recruited. Plans approved by local partnership. Services commissioned and started.</p>
<p>2.5.1 To develop proposals regarding the creation of multi agency teams for family support in all areas of the city</p>	<p>Pilot set up from April 2003</p>	<p>01/12/02</p>	<p>Family Support Sub Group</p>	<p>A Family Support Project Board has been established, a project plan is being developed and four project teams have been set up. Voluntary co-ordinators to develop the area based services have been identified. The West team has met three times and the other areas are being set up. The aim is to have the whole service operational within the year.</p>
<p>2.5.2 To consider the application of Section 31 to these arrangements</p>		<p>01/12/03</p>	<p>Family Support Sub Group</p>	<p>£100,000 has been received to establish an Identification, Referral and Tracking system for Children & Young people at risk. Two co-ordinators have been recruited and should start in June. Links are being formed with Family Support, Integrated Assessment and IRT, and the development of a Children's Trust and a Preventative Strategy for Brighton & Hove.</p>

<p>2.6 The Family Support Sub Group of the Children Young People's Strategic Partnership to take forward the strategy and Best Value action plan</p>	<p>Meetings start by June 2002 Strategy in place indicating a) A definition of family support b) purpose of the service c) Benefits to stakeholders d) Major action programmes to achieve the objectives e) The resources necessary to achieve the objectives and how these will be deployed</p>	<p>30/6/02</p>	<p>Family Support Sub Group</p>	<p>Strategy approved January 2003. Project Plan developed.</p>
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2.7.1 To consider how best to support families and carers from Black and minority ethnic groups by first collecting data on their views and their particular needs through consultation and partnership working	Data Collected Consultation Jan to End March 2003	31/03/03	Head of Family Support Service	Informal discussion taken place but key area to develop. Target date not met.
2.7.2. To draw up an action plan to address needs	Action plan produced	30/04/03	Head of Family Support Service	Action plans for Project Board and area teams to be produced.
2.8.1. To consider how best to support families and carers with children in transitions e.g. going to primary school, secondary school, becoming adolescents	Proposals to address pressures made	31/03/03	Family Support Sub Group in conjunction with Schools Plus Working Group	Transition protocols in place. Early Years - Schools, Primary - Secondary and Connexions service
2.8.2. Strategy to address the pressure points in family life	Proposals to address pressures made	31/03/03	Family Support Sub Group in conjunction with Schools Plus Working Group	Ongoing discussion through City wide multi agency Group and links with voluntary associations and church groups.

<p>2.9.1. To support staff through training development and sharing of expertise whilst recognising the particular skills each profession has to offer in order to build up a body of expertise in family support across the city</p> <p>2.9.2. To undertake a skills and development audit.</p> <p>2.9.3. To produce a training and development plan</p>	<p>Training programme produced</p>	<p>30/09/04</p>	<p>Head of Family Support Service</p>	<p>Training programme to be developed and launched at Autumn conference.</p>
<p>2.10. To develop parental education building on the role of PlayLink and the Family Learning scheme by further developing programmes of family learning</p>	<p>Proposals made to increase number of families engaged in family learning schemes</p>	<p>31/12/02</p>	<p>Playlink Co-ordinator with Family Learning Co-ordinator</p>	<p>Plan submitted to Learning & Skills Council May 2003 which proposes increased courses.</p>

<p>2.11. To ensure that the maximum number of parents and carers and taking up the free early years education places by</p> <p>2.11.1. identifying the 8% of families that are not using the service</p> <p>2.11.2. identifying and addressing any barriers stopping them accessing/using the services</p> <p>2.11.3. where appropriate developing ways of encouraging take up</p>	<p>Implement action plans to improve take up from 92%</p>	<p>01/04/03</p>	<p>Early Years Development and Childcare Partnership Manager</p>	<p>Neighbourhood Nurseries programme reaching out into disadvantaged areas plus Children's Centres in development.</p>
<p>2.12. To develop programmes designed to reduce permanent exclusion, unauthorised and condoned absences to reduce the pressure it puts on families</p>	<p>a. Attendance in secondary school to increase from 90.3% to 91.8% by 2005</p> <p>b. Attendance in primary school to increase from 92.8% to 94.2% by 2005</p>	<p>31/12/03</p>	<p>Head of Family Support Service in partnership with Education welfare, pupil support and schools</p>	<p>Two extra EWOs have been appointed to work with the 20 LEA schools with the lowest attendance rates. They will help schools operate electronic registration systems, introduce in-school strategies to maximise attendance, raise awareness of the importance of good attendance and punctuality help schools produce and operate attendance policies. There have been 15 permanent exclusions so far this academic year (one has yet to be confirmed). Current indications are that the year-end target of under 24 permanent exclusions will be met</p>

<p>2.13. Through the Children's Fund develop family group conferences to offer the opportunity for children young people and their families to participate in planning the care of the individual child who is at risk of family or individual breakdown.</p>	<p>a. No of placements sustained b. No of children who remain with family and friends. c) No of children not registered or de-registered under CP procedures d. No of children helped each year e) No of carers contributing to care planning</p>	<p>From Sept 2002</p>	<p>Children's Fund Programme Manager</p>	<p>There has been a delay in starting the project due to difficulties in recruitment. A Project Manager has now been appointed and will be starting 2nd June. Because of this, we did not reach the target of 5 referrals up to 31/03/03. One referral has been taken to date. Target of 25 referrals to be taken in 2003-4. Data concerning the outcomes for children receiving FGC's will not be available until the end of 2004.</p>
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<p>2.14. Through the children's fund to provide opportunities for children who experience social exclusion to access services that will enhance their quality of life, through promotion of school and community based projects - Target areas Hangleton and City Centre. Targets to be set in consultation with schools young people and families</p>	<p>a. Reduction of unauthorised absences in schools. Baseline numbers to be determined c. No of children and young people participating in activities/groups d. Number of people who contribute directly to service delivery</p>		<p>Children's Fund Programme Manager</p>	<p>Work is up and running in all 12 schools to improve attendance and attainment. Targets are achievement of LEA targets. Progress is being made, for example, in one school levels of unauthorised absence in the spring term 2003 were half the level of the summer term 2002. Progress against targets will be measured in reviews in the autumn.</p>
<p>2.15. Housing to ensure, by working in partnership with the Family Support service, and the in line with the homelessness strategy that no families with children are accommodated in Bed and Breakfast except in emergencies</p>	<p>To reduce from 81 to 0 (except in emergencies) by 2004/5</p>	<p>31/03/05</p>	<p>Housing Needs Manager</p>	<p>Agreed housing strategy.</p>

2.16. To appoint a head of the Family Support Service	In post	30/06/02	AD Community and Families	Appointed and in post August 2002.
2.17. Each Family Centre to have clear business plans to achieve the objective of developing targeted family support	Business plans available		Family centre managers and Head of Family Support Service	Achieved
2.18.1. Workers in family centres acting as key workers for children in need cases 2.18.2. transfer protocol to be agreed between DAT and the centres. Also in Joint review action plan	Each family centre to hold a minimum of 10 cases with key worker responsibility		Family Centre Managers	Yes
2.19. New Deal for Communities Family support projects to be approved and implemented from July 02	To contribute to achieving East Brighton PSA targets		Head of Family Support Service in partnersh ip with New Deal Team	Bid still being developed following queries by EB4U. Due for assessment by EB4U June 2003.

Action	SMART Target	SMART Date	Lead Officers	Record of Progress/Issues
3 Care Management - To develop an integrated interagency referral and assessment system incorporating clear thresholds of access to each tier of the services, care planning, case management and reviewing systems.				
3.1 Hold a meeting of senior managers from main agencies by mid June 2002 to agree to undertake a feasibility study of developing integrated referral assessment and care management systems. Agreeing Scope of the work Brief for task groups Terms of reference	Agreement on scope, tasks, terms of reference	15/06/02		Meeting held and work of task groups agreed
3.2. Report on agreed scope and way forward to be agreed by the Children Young People's Strategic Partnership	Report to meeting on 10 July 02	10/07/02		Report was agreed

<p>3. 3 Two Multi Agency Task Groups to be set up with clear brief and terms of reference Task groups to: - a) Review and audit with other agencies and service users how the current assessment framework is b) Agree mechanisms for referral, screening, initial assessment and core assessment c) Agree thresholds of access to the services d) Agree composition of multi disciplinary assessment teams</p>	<p>2 multi agency task groups operational, audit completed and new approach drafted</p>	<p>31/12/02</p>		<p>A multi-agency task group was established in September 2003 and undertook a feasibility study regarding the development of integrated referral and assessment services. This group agreed an outline work programme necessary to achieve target but determined that the development of a single assessment process was linked with the development of multi-agency family support services. In January 2003 the work around care management was integrated with that of family support services and will follow the development of those teams.</p>
<p>3.4.1. Task groups to report on feasibility study 3.4.2. To have clear models systems and ways of working and clear thresholds of access</p>	<p>Clear thresholds of access and eligibility criteria to be published and explained to the public - launch 1.4.2004</p>	<p>30/04/03</p>	<p>Assistant Director Community and Families in conjunction with interagency partners</p>	<p>Work delegated to Family Support Project Board</p>

<p>3.5.1. To develop policies and procedures for integrated care planning and case management to address the following: 3.5.2. Identification of needs 3.5.3. Care plans that focus on outcomes 3.5.4. Methods of recording including consideration of whether there should be one case file rather than several 3.5.5. Mechanisms for co-ordination of care e.g. key worker or other models 3.5.6. Information sharing protocol 3.5.7. To co-ordinate action in conjunction with the NHS local Information Strategy LIS</p>	<p>Agree proposals in August 2003 so that care plans that detail expected positive outcomes for children and families - to undertake case file audit to monitor.</p>	<p>Implement for April 2004</p>	<p>Assistant Director Community and Families in conjunction with interagency partners</p>	<p>Work delegated to Family Support Project Board</p>
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<p>3.6. To develop a system of individual case review that addresses the following: 3.6.1. Recording of unmet need 3.6.2. Improving processes to evaluate and monitor outcomes 3.6.3. Ways of using this information for service development 3.6.4. To develop ways of gathering service users views on assessment processes and outcomes through the use of survey techniques</p>	<p>To undertake an annual evaluation of families views of the assessment process - first report to be completed end April 2004.</p>	<p>Proposals agreed Aug 2003 To implement 1.4.2004</p>	<p>Assistant Director Community and Families in conjunction with interagency partners</p>	<p>Work delegated to Family Support Project Board</p>
<p>3.7. To decide 3.7.1. The budget allocation for interagency assessment 3.7.2. The management arrangements including roles and relationships of multidisciplinary staff 3.7.3. The way existing IT systems can best be utilised</p>	<p>Proposals agreed Aug 2003</p>	<p>To implement 1.4.2004</p>	<p>Assistant Director Community and Families in conjunction with interagency partners</p>	<p>Work delegated to Family Support Project Board</p>

<p>3.8.1. Process of consultation on the proposals with service users, staff, unions, other agencies 3.8.2. Agreed way forward signed up to by all agencies</p>	<p>Consultation complete</p>	<p>May – end July 03</p>	<p>AD Community and Families in conjunction with interagency partners</p>	<p>Work delegated to Family Support Project Board</p>
<p>3.9. Final report to be approved by the interagency boards and local strategic partnership</p>	<p>Report approved</p>	<p>Aug-03</p>	<p>AD Community and Families</p>	<p>Work delegated to Family Support Project Board</p>
<p>3.10. Implementation of new interagency care management systems 3.10.1. Through training and development plan, all staff understand roles/relationships re: care management, the thresholds of access eligibility criteria and how to interpret and apply these 3.10.2. Evaluate new integrated care management systems and procedures</p>	<p>Implement April 2004 Evaluation of new integrated care management systems and procedures - report to be produced end April 2005</p>	<p>April 2005</p>	<p>Assistant Director Community and Families in conjunction with interagency partners</p>	<p>Work delegated to Family Support Project Board</p>

Action	SMART Target	SMART Date	Lead Officers	Record of Progress/Issues
4. Looked After Children/Fostercare- To recruit and retain and support local foster carers so that for those children who need foster care, local cost effective options are expanded.				
4.1 To develop an improved remuneration and support package for foster carers	Package implemented to achieve: c. To increase the number of in-house foster carers by 15 per year from 1.4.2003 d. To reduce the number of in-house foster carers leaving from the current level of 12 a year	01/04/03	Assistant Director Children's Social Care	New foster care payment scheme will be introduced from end of July 2003. The new scheme introduces a higher all inclusive weekly allowance and gets rid of the range of one off and discretionary payments. It also introduces a fee element paid for every child in placement and is linked to carers training and experience. This new allowance reduces significantly the differential between the rate paid to Brighton and Hove foster carers and the rates paid by Independent Fostering Agencies.

<p>4.2.1 To undertake a costed feasibility study of the options including the range of support services outlined below. To use Fostering Network Ltd to undertake the study; Including considering giving foster carers employee status in line with the new Choice Protects funding from April 2004.</p>	<p>Feasibility study 01/09/2002 Consider Employee status by end 2004</p>	<p>31/12/04</p>	<p>Assistant Director Children's Social Care</p>	<p>Fostering Network provided consultancy regarding a new foster-care payment scheme. They strongly advised against a scheme giving foster carers employee status as it would be too complicated and legally complex when employees are working from their own home with issues re health and safety legislation, This has not been pursued by any other Local Authority</p>
<p>4.2.2. Consultation with foster carers</p>	<p>Consultation undertaken</p>	<p>Sept - Nov 2002</p>	<p>Assistant Director Children's Social Care</p>	<p>Brighton and Hove carers were fully involved in the consultation concerning the new scheme and have been kept informed about implementation plans.</p>
<p>4.2.3. Final proposal to councillors</p>	<p>Report to Committee</p>	<p>Jan-03</p>	<p>Assistant Director Children's Social Care</p>	<p>Report to CFS Committee January 2003</p>
<p>4.2.4. New pay rates and conditions.</p>	<p>Implement new rates</p>	<p>1/4/03</p>	<p>Assistant Director Children's Social Care</p>	<p>The payment scheme was launched at an award ceremony for Brighton and Hove and Link Plus carers on May 13th 2003 during national foster care fortnight.</p>

4.3. To develop a recruitment campaign similar to Cheshire Beacon Council's using professional marketing and advertising expertise	From April 2003 review Sept 2003 a. Double	Sept 2003	Assistant Director Children's Social Care	A marketing and recruitment consultant has been working with the service to plan a high profile recruitment campaign for fostering fortnight. New advertising material has been designed including new recruitment packs, leaflets and posters, display panels with a new branding for the service. Advertisements will be taken out in the local press in May 03.
4.4. To strengthen the placement support team for foster carers to offer 24 hour support	a. Foster carers through satisfaction survey confirm access to 24hour support b. To reduce the number of placement breakdowns.	October 2004	Assistant Director Children's Social Care	A survey concerning support to foster carers was undertaken by the Placement Support team in Jan/ Feb 03. The Placement Support team is recruiting to an extra post funded through LPSA money to extend the provision of one to one work with LAC at the weekends. The service already operates a 24 hour on call service for carers staffed by workers from Placement Support team, Fostering and Permanence Teams.
4.5. To consider developing joint contracting processes reviewing how services are purchased and to negotiate a cost effective service for those children who need specialist placement	a. To achieve more cost effective contracts with foster care agencies	31/12/02	Assistant Director Children's Social Care	Work is being undertaken by the High Cost Placement Manager and Development Officer [fostering] and the Contracts Unit to take forward a commissioning strategy with the key local independent fostering agencies.
6. Set up LAC Sub Group of the CYP Strategic Partnership to take action plan forward	a. Action plan achieved end 2004	31/12/04	AD Children's Social Care	This being considered.

Action	SMART Target	SMART Date	Lead Officers	Record of Progress/Issues
5.Children with Disability - To develop a Section 31 proposal for the integration of services for children with a disability To include the MacKeith Centre re-provision as part of the integration				
5.1. To develop a Children's Centre for children with disability, which includes the MacKeith centre re-provision and which allows for the integration of other disability areas of service. To agree a) Philosophy of service. b) Composition and range of services that will be linked to or in the centre using a core and cluster model. c) Outline brief for development	Targets set out in the care management action plan	May-02	Head of Children's Disability Services	Work is underway within a firmly multi agency context:- a)Ethos statement for the service has been agreed. b)Overview of services that will be included has been completed. c)Outline brief has been completed.
5.2. Senior executives in the local health economy to sign up to the way forward, agreed resource input and budgets		31/05/02	Head of Children's Disability Services	Agreement in principle achieved- more detailed work on resources outstanding
5.3. To submit strategic outline to the Strategic Health Authority and other interagency boards as necessary	Submit document	30/06/02	Head of Children's Disability Services	Achieved in April 2003.

<p>5.4. To agree a written philosophy describing how a one stop shop approach will be adopted</p>	<p>Agree written philosophy</p>	<p>30/06/02</p>	<p>Head of Children's Disability Services</p>	<p>Agreed at a strategic level- more detailed work needed to make it operational</p>
<p>5.5. To undertake a feasibility study to determine how integrated working in multi disciplinary teams can be taken forward before and during the capital development Detailed plan of action to be produced showing how teams will be integrated and how they will work and the benefits for children and families</p>	<p>Feasibility study completed, targets agreed and built in to the Section 31 proposal. If capital bid is successful to aim to have the new centre operational by 1.4.2006</p>	<p>31/12/02</p>	<p>Head of Children's Disability Services</p>	<p>Review of national literature undertaken and contact made with several other teams around the UK.</p>
<p>5.6. To produce a section 31 proposal to integrate those element of service that can be integrated before the new centre is built, to include: 5.6.1. the budget implications 5.6.2. a model of service delivery 5.6.3. the timetable 5.6.4. management arrangements including consideration of the creation of a post to manage the integrated service</p>	<p>Proposal completed by end Dec 2002</p>	<p>31/12/02</p>	<p>Head of Children's Disability Services</p>	<p>Not achieved. Bid for B&H to have pilot status as a Children's Trust submitted. Children's Services Commissioner appointed. Early decision to be made post June 2003 on the direction for children's disability services.</p>

5.7. Implement section 31 proposal	Proposal implemented	01/04/03	Head of Disability Services	Not achieved as decided to delay pending outcome of the development of The Children's Trust.
Action	SMART Target	SMART Date	Lead Officers	Record of Progress/Issues
6. Emotional / behavioural difficulties and mental health - To improve co-ordination of therapeutic support and to look at ways to ensure better management of behavioural difficulties in schools'.				
6.1 To write a multi agency CAMHS Strategy	Strategy in place	- March 03	CAMHS Strategy Group	CAMHS strategy written, action plan drafted
6.2 The employment of a psychotherapist within ACE to maintain young people/children within their families and schools	Increase CAMHS by 10%	Sept 02	CAMHS Strategy Group	Psychotherapist recruited, Sept02
6.3 Set up a PRU providing full time education for excluded pupils.	PRU functioning	Sept 02	CAMHS Strategy Group	PRU set up within ACE, Sept 02
6.3 Deliver mental health training to primary care workers	Increase CAMHS by 10%	March 04	CAMHS Strategy Group	Funding identified within CAMHS grant to support training programme. Mat 03

6.5The employment of 4 Primary Mental Health Workers based within the community in Family Support Services.	Appoint a minimum of 4 mental health workers	Sept 03	CAMHS Strategy Group	JD & PS drafted for 4 primary mental health workers, May03
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Fiona Johnson, Head of Child Protection, 14/5/03