

Joint Area Review

Action Plan

Introduction

The Joint Area Review (JAR) took place in Derbyshire in September 2007 at the same time as the Council's Corporate Performance Assessment (CPA) and the inspection reports were published in December 2007.

The JAR report set out eight recommendations for action and the Council is required to submit its response, in the form of an action plan, by 20 March 2008.

Main Findings from the JAR include:-

- Safeguarding of children and young people is good.
- Services and most outcomes for Looked After Children and Young People and those leaving care are good.
- Services and support for children and young people with learning difficulties and/or disabilities are adequate with some good features.
- The impact of local services on improving health inequalities is adequate.
- Service management is good and the capacity to improve is outstanding.

The Recommendations

For immediate action

The local partnership should:

- ensure that an appropriate way is found to successfully disseminate the findings of this report to children and young people in the area.

Derbyshire Safeguarding Children Board should:

- ensure that safe recruitment procedures are followed rigorously.

For action over the next six months

The youth offending service should:

- ensure staff are appropriately trained and supervised and that referrals are made where appropriate to children's social care services.

The Children and Younger Adults Department, with the youth offending service and the police, should:

- reduce the number of looked after young people involved in offending behaviour.

The Children's Trust Board and the PCT should:

- ensure there are clear plans for sustaining initiatives to reduce health inequalities dependent on short-term funding.

The Children's Trust Board should:

- develop a clear strategic approach to equalities and diversity to ensure that work in this area is consistent and coordinated and emerging issues identified and tackled in a planned way.

For action in the longer term

The Children's Trust Board should:

- improve equity of access to specialist services and support/outreach services for children and young people with learning disabilities and/or difficulties
- develop systematic and routine arrangements for consultation with and involvement of children and young people with learning difficulties and/or disabilities to support their contribution to strategic decision making.

Implementation

All the activities outlined in this plan are incorporated in the Refresh of the Children and Young People's Plan 2006-09 or the Service Delivery Plan 2008/09.

The Action Plan will be monitored by the Children and Young People's Trust Board as part of its programme to regularly evaluate and review the Children and Young People's Plan. The Children and Young People's Trust Steering Group will also receive, and comment on, progress reports on the Action Plan.

Key Issue 1 Ensure that an appropriate way is found to successfully disseminate the findings of this report to Children and Young People.	Local Authority Plan of Action Derbyshire
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Success Criteria <ul style="list-style-type: none"> • Findings of report and successfully disseminated to: <ul style="list-style-type: none"> ○ Children and Young People in schools. ○ Vulnerable groups, particularly Looked After Children, those with learning difficulties and/or disabilities and Other Hard to Reach Groups. 	Evaluation <ul style="list-style-type: none"> • Feedback from School Councils, Youth Forum, Consultation Groups for Looked After Children, Learning Difficulties and/or Disabilities.
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Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Produce a News-in-brief article for b-line magazine.	Public Relations (FW)		1 February 2008	Deputy Director CAYA (DC)	DD to approve article and check publication.
Publish an article on b-line website for young people.	Public Relations (FW)		14 February 2008	Deputy Director CAYA (DC)	As above.
Produce an A5 brochure report on the JAR outcomes for widespread distribution to children and young people.	Public Relations (FW)		March 2008	Deputy Director CAYA (DC)	<ul style="list-style-type: none"> • Brochure approved for publication by AD. • Distribution sites: libraries, schools and youth centres, monitored to ensure efficient distribution.
Present findings to Youth Forum for dissemination through School Councils.	Gerard McIister		March 2008	Head of Youth Service (GS)	Youth Forum report to Children's Trust Board.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Place JAR report on County Council website.	Richard Corker		February 2008	Deputy Director CAYA (DC)	Number of Website "hits" monitored.

Key Issue 2 Ensure that safe recruitment procedures are followed rigorously.	Local Authority Plan of Action Derbyshire
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Success Criteria <ul style="list-style-type: none"> • Checks on personnel records ensure CRB checks carried out prior to taking up post. • Audit of risk assessment proformas shows all signed by appropriate AD. 	Evaluation <ul style="list-style-type: none"> • Personnel record checks • Audit of risk assessment forms
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Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Ensure that CRB checks are obtained prior to commencement of employment .	Paul McGann/ Heads of Service		December 2007	AD Resources (IT)	AD to check minutes of SMT to ensure compliance.
Agree protocol for risk management of cases when the above is not possible and practicable.	AD Resources (IT)		February 2008	Strategic Director (BB)	<ul style="list-style-type: none"> • Protocol agreed at SMT. • Dissemination to staff through regular management meetings.
Ensure identity checks are carried out at interview or prior to taking up post.	Heads of Service		Ongoing	Head of Personnel (PMcG)	Sample interview records to ensure checks have been carried out.
Ensure references have been received.	Shared Service Centre (CR)		Ongoing	Head of Personnel (PMcG)	Sample interview records to ensure checks have been carried out.
Complete pro-forma – risk assessment and ensure all risk management assessments are present to SMT for final approval.	Heads of Service AD Resources (IT)		Ongoing From January 2008	AD's	Annual report to CAYA SMT. Annual report on applications for approval prior to CRB checks compliance.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Carry out regular checks on personnel records to ensure compliance.	Head of Personnel (PMcG)		April October 2008 Now ongoing	AD Resources (IT)	Report to SMT

Key Issue 3

Ensure Youth Offending staff are appropriately trained and supervised and that referrals are made where appropriate to children's social care services.

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Success Criteria

- Analysis of case files indicates all appropriate referrals to children's social care are made.
- Analysis of training records indicates all staff attend appropriate training on an annual basis.
- Analysis of supervision records show the "golden thread" linkage to corporate targets and objectives.

Evaluation

- Analysis of case files to ensure appropriate referrals.
- Analysis of training records to ensure all staff are trained.
- Analysis of supervision records.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Develop a protocol between CAYA and the Youth Offending Service to include referral criteria and thresholds.	Head of Safeguarding (AN)/ Head of Youth Offending Service (BS)		March 2008	AD Safeguarding (IJ)	SMT and Youth Offending Service Board to receive and approve protocol. Protocol to be signed off by Children's Trust Board.
Provide guidance for Youth Offending Service staff on application of "meeting the needs of Derbyshire children" document.	Head of Youth Offending Service (BS)		March 2008	CAYA SMT	Guidance approved by Youth Offending Service Management Board and Safeguarding Board.
Ensure sampling of cases referred to children's social care.	Head of Safeguarding (AN)/ Head of Youth Offending Service (BS)		July 2008	AD Safeguarding (IJ)	Report to Youth Offending Service Management Board.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Ensure AD (Safeguarding) joins Youth Offending Service Board.	Head of Youth Offending Service (BS)		February 2008	Strategic Director (BB)	AD (Safeguarding) reports back to CAYA SMT.
Provide training for Youth Offending Service staff on risk of harm policy.	Head of Youth Offending Service (BS)		March 2008	Chief Execs (DL)	Audits of risk status reported to Youth Offending Service Management Board.
Commission training for Youth Offending Service staff on safeguarding and case management.	Head of Youth Offending Service (BS)		June 2008	Chief Execs (DL)	Training plan published and monitored by Youth Offending Service Management Board and Safeguarding Board.

Key Issue 4 Reduce the number of Looked After Young People involved in offending behaviour.	Local Authority Plan of Action Derbyshire.
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Success Criteria <ul style="list-style-type: none"> • Number of Looked After Children offending reduced to place Local Authority in very good band (PAF indicator). • Restorative justice solutions applied in 20% of cases. • Increase in accommodation for Looked After Children leaving care. 	Evaluation <ul style="list-style-type: none"> • Monthly evaluation of progress against PAF indicator.
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Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Audit minor offending being criminalised.	Head of Youth Offending Service (BS)		March 2008	AD Safeguarding (IJ)	Report to CAYA SMT and Youth Offending Service Board.
Application by Derbyshire Constabulary to pilot Street Reparation Programme as an alternative to prosecution.	Derbyshire Constabulary (PH)		January-March 2008	AD Safeguarding (IJ)	Joint monitoring of programme if application successful. Report on outcomes to Trust Board.
Appoint a full time project manager to reduce Looked After Children offending.	AD Safeguarding (IJ)		April 2008	SMT	Ensure appointment made by 1 April 2008. quarterly reports to SMT.
Examine best practice from high performing Local Authorities.	Erin Williamson		September 2008	SMT	Feedback report to SMT.
Introduce a screening tool to identify Looked After Children at risk of offending.	Head of Youth Offending Service (BS)		April 2008	AD Safeguarding (IJ)	Screening tool approved by SMT.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Screen young people arrested for offences, on a daily basis, to identify Looked After Children suitable for restorative solutions.	Project Worker		April 2008	AD Safeguarding (IJ)	Report to SMT.
Improve support for foster carers to include mentoring and training.	Peter Battram		September 2008	AD Safeguarding (IJ)	Paper to SMT on numbers trained/supported.
Increase range of accommodation for those in care post 16 through work with District Councils.	Peter Battram		September 2008	AD Safeguarding (IJ)	Annual Report to SMT.
Deploy family intervention projects in families with complex needs.	Rob Fletcher		April 2009	SMT	Report to Children's Trust Board.
Ensure access to YISP for appropriate cases.	Head of Youth Offending Service (BS)		April 2008	SMT	Report on number of cases to SMT.
Ensure appropriate support is available for Looked After Children with mental health needs.	Mick Upsall			AD Safeguarding (IJ)	CAMHs report to PCT Board and Children's Trust Board.

Key Issue 5

Ensure there are clear plans for sustaining initiatives to reduce health inequalities dependent on short term funding.

Local Authority Plan of Action**Success Criteria**

- All future initiatives with short term funding to have plan for funding pick-up agreed at start of project pending successful evaluation.
- Funding of agreed on-going initiatives is put in place.

Evaluation

- Teenage Pregnancy Board processes. Evidence from minutes of Board meetings.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Develop a clear process for evaluation of all funded initiatives/pilot projects.	Sam Munting		April 2008	Teenage Pregnancy Board.	To form part of strategy review plan.
Ensure evaluation reports available for each initiative at least three months prior to funding due to run out.	Sam Munting		Ongoing	Teenage Pregnancy Board.	To form part of strategy review plan.
Ensure identification of all existing projects that fall into this category across all services including funding source, timescale and evaluation criteria.	AD Commissioning.		To be reviewed in April/October each year	CAYA SMT	To form part of Children's Plan Review.
Following positive evaluation, ensure all projects are identified early to statutory partners to ensure inclusion in their planning process.	AD Commissioning.		Ongoing.	CAYA SMT	Report to Children's Trust Board.
Continue promotion of health promoting schools initiative.	Health Promoting Schools Coordinator		Ongoing	CAYA SMT	Performance reports to CAYA SMT.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
To establish an accurate and comprehensive baseline of the health profile of the child population (0-11) in the Children's Centres' reach areas.	AD Children and Families with nominated contact in the PCT		January 2009	Children Centre and Extended Service Strategy Group	Reports to the Children Centre and Extended Service Strategy Group.
Identify key priorities to improve the health of the child population (0-11) and their families in the Children's Centres' reach areas and implement effective initiatives to improve these indicators.	District Managers (0-11)		Ongoing but for specific actions it will be at the end of each annual planning cycle	AD Children and Family Support	Individual Children's Centres' business plans. Individual Children's Centre self evaluations. Reports to Children Centre and Extended service Strategy Group. Reports to the Children and Young People's Trust Board.
Target extended services funding at key priorities to improve the health of 11-19.	AD Engagement and Skills		Ongoing	CAYA SMT	Report to CAYA SMT and Children's Trust Board.

Key Issue 6

Develop a clear strategic approach to equality & diversity to ensure that work in this area is consistent and co-ordinated and emerging issues identified and tackled in a planned way.

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Success Criteria

- A clear strategic approach to coherent planning for Equality and Diversity across services and districts.
- Completion of INRA schedule with outcomes linked to Service Plans.
- Effective monitoring of race and prejudice related incidents by schools, centres and residential homes.
- Achievement of Level 3 of the Equality Standard.

Evaluation

- Termly review of action plan with progress reports to SMT.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Establish a CAYA Steering Group to ensure coherent planning across services and districts for equality and diversity	Education Improvement Service Chris Tilley		February 2008	AD Improvement (JH)	Scrutiny of outcomes of Steering Group and reports to SMT.
Prioritise INRAs for urgent completion in 2008-09 and brief Lead Officers	All ADs		March 2008	AD Improvement (JH)	Termly progress checks of implementation by Ads and reports to SMT.
Provide advice, training and support to lead officers on the revised INRA process	Chief Execs John Cowings		April 2008	(CT)	Evaluation of training programme and completion rate of INRAs.
Establish strategic links between Service Plans and INRA outcomes to ensure effective implementation as service	All ADs		September 2008	AD Improvement (JH)	Scrutiny of Annual Service Plans incorporating INRA outcomes of action.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
priorities					
Implement revised guidance on monitoring and reporting racist and other prejudice based incidents to schools, centres and residential homes	Education Improvement Service Steve Ford		April 2008	AD Improvement (JH)	Evaluation of impact of revised process on rate and efficiency of reporting in consultation with Race Equality Steering Group.
Develop Single Equalities planning guidance and training for school, centres and residential homes	Education Improvement Service Steve Ford		September 2008	AD Improvement (JH)	Review of planning guidance in consultation with Race Equality Steering Group.
Implement agreed action plan to achieve Level 3 of the Equality Standard within DCC	Education Improvement Service Chris Tilley		March 2009	AD Improvement (JH)	Monitoring reports of progress towards Level 3 in ESSG.
Develop a cross-service strategy to review & support New Arrivals' education and social care in consultation with ESSG and other partners	AD Children and Families (FJ)		July 2008	(DC)	Reports to SMT.

Key Issue 7

Improve equity of access to specialist services and support/outreach services for children and young people with learning disabilities and/or difficulties

Local Authority Plan of Action

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Success Criteria

- Priorities within Strategy achieved
- High levels of parental satisfaction in the full range of services available to meet their children's needs
- High levels of satisfaction of disabled children and young people in relation to all dimensions in their lives
- Reduction in the number of young people who have to access services not maintained by the Derbyshire Children and Young People's Trust
- An increase in the number of disabled young people who remain in education, employment and training
- Achievement of the full service offer for short breaks

Evaluation

- Survey of parental views and surveys of children and young people with Learning Difficulties and/or Disabilities.
- Numbers of children and young people with Learning Difficulties and/or Disabilities who are in Education Employment or Training.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Confirm and implement the strategy for improving outcomes for disabled children and young people.	Assistant Director (Children and Family Support) (FJ)		Strategy agreed April 2008 Completion July 2010	Disabled Children's Planning Group	Reporting through individual service plans. Reports to the Disabled Children's Planning Group. Reports to the Children and Young People's Trust.
Establish and implement a system which enables a detailed audit of need to be undertaken across the County.	Assistant Director (Children and Family Support) (FJ)		September 2008	Disabled Children's Planning Group	Reports to the Children and Younger Adults Senior Management Team. Reports to the Children and Young People's Trust.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Review the specialist health input to special schools maintained by the Local Authority across the County to ensure equity of provision based on the needs of the children and young people.	Head of SEN and Disabilities (RA) and Lead Commissioner for PCT		June 2008	Children and Young People's Trust Steering Group	Reports to the Children's Health Commissioning Group and the sub-group for commissioning services for disabled children and young people.
Establish a resource baseline for all specialist services for children and young people with learning difficulties and/or disabilities to ensure existing resources are used efficiently and effectively.	Lead Commissioner for PCT and the Assistant Director (Children and Family Support) (FJ)		September 2008	Disabled Children's Planning Group	Reports to the commissioning sub-group of the Disabled Children's Planning Group and the Children and Young People's Trust.
Establish detailed and accurate map of all services available for children and young people with learning difficulties and/or disabilities and their families.	Assistant Director (Children and Family Support) and Lead Commissioner for the PCT		July 2008	Disabled Children's Planning Group	Reports to the Disabled Children's Planning Group. Reports to the Children and Young People's Trust.
Review the provision of services to those children and young people with life limiting conditions and palliative care services to ensure equity of access across Derbyshire.	Lead Commissioner for NHS		December 2008	Children and Young People's Trust	Reports to the Children's Health Commissioning Group, the steering group of the Children and Young People's Trust and the Trust Board.
Establish integrated teams for children and young people with learning difficulties and/or disabilities. The work of the teams being characterised by: <ul style="list-style-type: none"> • A team around the child approach. 	Assistant Director (Children and Family Support) (FJ)		December 2009	Children and Young People's Trust Steering Group	Feedback from parents, young people and service providers. Family and educational placement stability. Outcomes for the child.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
<ul style="list-style-type: none"> The identification of a lead professional. Clear referral routes. Shared data and information procedures working effectively. 					
Implement remaining recommendations arising from the review of special education provision to ensure that there is equity of access to educational provision which meets a variety of needs, including those arising from an autistic spectrum disorder and physical impairment.	Head of SEN and Disabilities (RA)		December 2010	Special Needs Action Plan	Regular reports to the County Council's Cabinet and the Children and Young People's Trust Board.
Implement the full service offer for short breaks for children and young people with complex disabilities.	Pathfinder Project Leader		December 2010	Children and Young People's Trust Board	Through regular reports to the Department for Children, Schools and Families, the Department of Health, Derbyshire's Children and Young People's Trust and the Disabled Children's Planning Group.
Develop an integrated commissioning strategy by: <ul style="list-style-type: none"> The appointment of a joint commissioner for disabled children and young people. The establishment of a commissioning sub-group of the Disabled Children's 	Deputy Director (Children and Younger Adults Department)		September 2008	Children and Young People's Trust Board	Reports to the Children and Young People's Trust Board.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Planning Group.					
<p>Establishing full access to all the Children's Centre core offer services for disabled children and their families. This will require:</p> <ul style="list-style-type: none"> • Accurate information about disabled children in individual Children's Centre reach areas. • A comprehensive training programme. • Differentiated activities support and resource provision. 	Assistant Director (Children and Family Support) (FJ)		September 2008	District Managers (0-11)	The self-evaluation reports of the individual Children's Centres, identifying the active participation of disabled children and their families across all the core offer activities. Reports to the Children's Centre Extended Services Strategy Group and the Children and Young People's Trust Board.
Ensure that extended services in and around mainstream and special schools are truly inclusive and are accessible to disabled children and young people.	Assistant Director Engagement and Skills (DR)		July 2009	District Managers (11-19)	Reports to the Children's Centre Extended Services Strategy Group, Disabled Children's Planning Group and the Children and Young People's Trust Board.
Improve the retention of disabled young people in education, employment and training.	Assistant Director, Engagement and Skills (DR)		March 2010	District Managers	Regular scrutiny of performance in relation to disabled young people remaining in education, employment and training Reports to Children and Young People's Trust Board.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Implement revised planning procedures to support the successful transition of disabled young people to adulthood.	Head of SEN and Disabilities (RA) and Assistant Director, Disabled Adults (AM)		September 2009	Multi-agency transition board	Feedback from young people and their families. Reduction in the number of young people whose needs are met in provision not maintained or commissioned by Derbyshire County Council and/or the Primary Care Trust. Reports to the multi-agency transition board.
Extend opportunities for leisure opportunities and youth care opportunities for disabled young people.	Head of Services for Families (EB)		December 2009	Disabled Children's Planning Group	Reports to the Disabled Children's Planning Group and the Children and Young People's Trust.
Ensure that 18% of the youth service users are young people with additional needs and/or disabilities.	Head of Youth Service (GS)		March 2010	Disabled Children's Planning Group	Reports to the Children's Centre Extended Services Strategy Group, the Disabled Children's Planning Group and the Children and Young People's Trust Board.
Implement a range of evidenced based therapy intervention programmes; for example MOVE and specialist neuro-development therapy throughout Derbyshire that meet the individual assessed needs of each child and young person.	Assistant Director (Children and Family Support) (FJ)		March 2010	Disabled Children's Planning Group	Reports to the Children's Health Commissioning Group, the Disabled Children's Planning Group and the Children and Young People's Trust Board.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Extend the opportunity for training in SCIP techniques to all providers within Derbyshire to ensure that children and young people experience consistent practice in every setting.	Senior Adviser Education Improvement (Mark Emly)		December 2009	SCIP Steering Group	Reports to the Disabled Children's Planning Group and the Children and Young People's Trust Board.

Key Issue 8

Develop systematic and routine arrangements for consultation with and involvement of children and young people with learning difficulties/or disabilities.

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Derbyshire

Success Criteria

- Steering group established with reporting and accountability procedures in place.
- Standards in Derbyshire Charter of Participation adhered to.
- Officer time identified for coordination.
- Named person in each service/agency to act as lead for service.
- Young people have access to independent advocacy.
- Mechanisms in place to involve young people in CAYA policies.
- CAYA and its services show evidence of improvement from young people's involvement.

Evaluation

- Surveys of children and young people with Learning Difficulties and/or Disabilities.
- Numbers involved in consultation and strategic decision making.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
Establish steering group with reporting and accountability procedures in place. <ul style="list-style-type: none"> • Representatives from across children's services • Reporting to Disability Planning sub-group • Elected member briefing • Coordinator identified 	Principal Educational Psychologist (JG)		April 2008	AD Children and Family Support (FJ)	Reports to Disability Planning Group.
Adhere to standards in Derbyshire Charter of Participation. <ul style="list-style-type: none"> • Each service to have a named person. 	Principal Educational Psychologist (JG)		February 2009	AD Children and Family Support (FJ)	Reports to Disability Planning Group.

Actions	Lead Person	C&YPP Plan Reference (to be added - 08/09 refresh)	Completion Date	Monitored By	Monitoring strategy
<ul style="list-style-type: none"> Service plans to show actions for participation and outcomes. 					
<p>Develop mechanisms to involve young people in CAYA policies.</p> <ul style="list-style-type: none"> Events in place to engage young people in policy eg conference, focus groups, survey – using appropriate methods of communication – explore use of voluntary organisations such as Triangle. 	Principal Educational Psychologist (JG)		February 2009	AD Children and Family Support (FJ)	Coordinator collects evidence of successful participation.