

Post Joint Area Review Monitor

Department for Children and Young People

July 2009



DOCUMENT REFERENCE COVER SHEET

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Section 1

Document Purpose: (E.g. For information, for guidance etc)	For information
Document Title:	Post JAR Monitor 2009
Author:	Jane Spouse, Deputy Director
Number of Pages:	11
Publication Date:	9 July 2009
Target Audience:	Intranet; Partnership Website
Further Copies from:	Caroline Churchill, Directorate (Tel: 01454 863255)
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Price:	FREE
Document Reference:	B001-1-008-09
Keywords:	Post Joint Area Review Monitor
Summary:	
Replaces:	

Section 2 For PACS use only

Copyright:	South Gloucestershire Council
Internet/Intranet Address:	www.southglos.gov.uk/jar
Controlled Vocabulary Terms	

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Department for Children and Young People

POST JOINT AREA REVIEW MONITOR

RECOMMENDATION 1:	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.
Actions:	<ul style="list-style-type: none"> To report back to all children and young people on the outcome of the Joint Area Review and the implications for the services they are offered.
Milestones:	Progress:
Draft and distribute a letter / card to all children & young people who were directly involved in the JAR process reporting on the outcomes.	Named young people involved in the JAR received letters soon after acknowledging their involvement. A further letter including JAR outcomes and related information is being forwarded to these young people by the end of February. [This has been actioned.]
Letter signed by Director and the person that the young people know (i.e. youth worker).	This action has been revised. A covering letter will be included with the distribution of the JAR summary produced by and for young people. [This has been actioned.]
Invite these children/young people to a meeting (Raise Your Voice) to discuss further.	Young People were involved in the Use Your Voice event in November where they gave their feedback on themes for the revised CYP Plan. Young people to be invited to Re Launch Event of the Participation Group March 09. Young people and practitioners to showcase activities presented within the JAR inspection. Senior officers and members to be invited. [The idea of the March event was reviewed and as a result did not take place as originally envisaged. YP's feedback contributed to the update of the CYP Plan. 2 more Raise Your Voice events are planned in Oct 09 and Feb10.]
With young people, produce a summary of JAR findings accessible to children and young people for distribution via schools, youth clubs, youth fora, partner agencies etc., and to be posted on youthunltd.com, other council websites and participation newsletters.	A draft report for children and young people has been produced to present a summary of the main findings and recommendations of the JAR inspection. To be finalised and distributed to schools, Youth Centres, Connexions, SGC Departments, CVS and posted on Youth Unlimited and Partnership web site in February 09 [A children and young people's version of the JAR findings has been produced and widely distributed, including being posted on the Youthunltd website.]
Agenda JAR report for Youth Summit and ECM transition events.	Two events for schools held, Youth Summit and ECM transition event, provided opportunities to update children and young people on JAR outcomes and related issues.
Evaluative Commentary:	Young people have been informed about the recommendations of the report and were actively involved in the development of a children and young people friendly version, which has been widely distributed. In addition, a number of events have taken place which have included reference to issues and themes raised through the Jar process.

Actions to be carried forward to the CYP Implementation Plan	No further action required.
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RECOMMENDATION 2:	Establish more robust systems to enable effective performance management and reporting of performance in children's social care.
Actions:	<ul style="list-style-type: none"> • Implementation of Performance Reporting Framework including national indicator set and case file audits with established reporting timetable. • Training to support locality and CHAD team delivery of referral and assessment aligned to ICS roll out. • Arrange for an external monitor after one year.
Milestones:	Progress:
Performance reporting system established for Contact, Referral, Initial Assessment and Core based on new procedures and guidance.	Revised procedures, processes and guidance for contact, referral, initial and core assessments were implemented by September 2008 across all locality and CHAD teams, following workshops for relevant staff. ICS reports are in place for all processes. Managers are able to track referral and assessment activity on a daily basis. Quarterly performance reports have been presented to the South Gloucestershire Safeguarding Children Board, Senior Leadership Team and Children Senior Management Group. There has been an incremental improvement quarter by quarter in the performance of the social care teams both in terms of increased referrals, the proportion of referral to initial assessment and the number and completion of assessments on time.
Case File Audit Programme in Social care for Deputy Director, CSMG and CMG.	There is an audit file programme in place for all tiers of management. Revised audit tools are in place. The first quarter's audit activity led to the revision of guidance for chronologies. The Head of Locality and Service Managers have undertaken audits in this quarter focussing on initial assessments that have led to case closure. We are now embedding processes to ensure improvements identified in audits are actioned consistently.
Quality Review Unit Thematic audit programme.	The threshold and referral audit was completed in December 2008. Slippage was due to ill health in the unit. An audit related to the low numbers of children subject to a Child Protection Plan for sexual abuse is underway. The Child in Care Audit is ongoing.
Review of Social Care Team compliance sheets.	This work has commenced and will be in place by March 2009. Compliance work will inform and refine regular audit activity.
SGCSB Short Life Working Group reports to Board.	The work of this short life working group will be reported to the South Gloucestershire Children Safeguarding Board in April 2009. Interim reports were presented to the South Gloucestershire Children Safeguarding Board in October 2008 and January 2009. The focus of the group is to develop a data set for the Board and incorporate it into a risk register to inform the next Board Plan.
Training Workshops to implement new procedures and guidance for Contact - Core Assessment aligned with ICS roll out.	Workshops took place from July – September 2008 to implement the new procedures and guidance to ensure compliance with the new processes for Contact – Core Assessment. This was aligned to the ICS proformas. In addition all Social Work staff and managers are attending a rolling programme of one day workshops entitled “Analysis and Planning – Undertaking Effective Assessment” to improve analytical skills and align practice to the Action Planning processes within ICS.

Roll out of ICS Develop ICS work templates pending use of ICS screen templates.	ICS templates are in place pending full roll out of ICS. Screen templates are currently being piloted by one locality team prior to full roll out.
Evaluative Commentary:	Audit and analysis of end of year performance evidences compliance with guidance and accurate recording of performance is in place. Good improvement in performance from contact to core assessment. Performance is either in line with statistical neighbours or better. Targets were met or surpassed. Themed audit activity in last 2 quarters focussed on contact to initial assessment. Repeat of audit from contact to initial assessment planned for September 2009 and action plans are in place. Oversight of audit programme now embedded in new Quality Assurance Development Manager post.
Actions to be carried forward to the CYP Implementation Plan	<ul style="list-style-type: none"> • Audit programme within new Children and Young People Plan. • External monitor of compliance for systems from contact to assessment is planned. • Refinements to team and senior manager audit programme.

RECOMMENDATION 3: Improve the quality of recording of summaries and chronologies on case files in children's social care.	
Actions:	<ul style="list-style-type: none"> • Maintain case file audit system. • Identify best practice in the content and style of summaries and chronologies, locally and elsewhere and from DCSF ICS guidance. • Investigate proposal to develop the use of the 'Analysis of progress to date' as a summary tool. • Produce good practice guidance to staff on the purpose and content of summaries. • Plan training workshops and team development opportunities to embed good practice in summary use and associated processes (e.g. analysis and review). • Issue initial guidance to staff for use with current chronology format (CC4). • Working with managers and practitioners, our in house ICS team, the Capita team, other Capita user authorities and DCSF establish the feasibility and timescales required to create an ICS chronology capable of meeting our requirements. • Produce report and associated implementation action plan for Director and ICS Project Board. • Maintain management case file audit system. • Establish specific evaluation mechanism to review progress on summaries and chronologies after 6 and 12 months.
Milestones:	Progress:
Summaries: <ul style="list-style-type: none"> • 'Analysis of progress to date' content meets agreed summary criteria • Training programme in place 	A programme of analysis training is in place and underway led by front line team manager and trainer. This represents first stage of agreeing specific criteria as key factors applicable to summary content. A summary proforma is in development within the ICS suite.
Chronology: <ul style="list-style-type: none"> • Good practice guidance for chronologies issued to social care staff for use with existing form. • Assessment report with 	Good practice guidance has been developed drawing on evidence from file audit programme and identified good practice elsewhere. Two new chronology templates have been created, one for general use and one for fostering/adoption service. Guidance and chronologies have been issued to teams. The guidance is also being uploaded to Children's Social Care procedures intranet guidance pages. This Word document will remain in use until suitable ICS replacements.

<p>recommendations prepared on the potential timescales for Capita ICS to meet chronology requirements.</p> <ul style="list-style-type: none"> ICS Chronology Implementation plan confirmed. 	<p>December DCSF ICS letter identifies 30/10/09 as LA implementation date for ICS phase 1C which contains chronology exemplar. Suppliers have been tasked to be compliant by June 2009 in preparation for roll out to October.</p> <p>Local liaison with another Capita user (Glos.) has identified a legacy e chronology which they wish to adapt into Capita ICS product. Discussions have just commenced (22/1/09) with Capita on this and if a solution is possible we would wish to be included. No time table for this available at present. Progress under review following June 2009 ICS letter.</p>
<p>Quality Assurance:</p> <ul style="list-style-type: none"> Quarterly case file audit summary report format agreed Evaluation process agreed with Quality Assurance Manager 	<p>A programme of regular case file audits is in place. A joint senior managers / Information and Performance section workshop has taken place to refresh the front line compliance reporting framework. Consultation will occur over coming month with team managers for implementation in April 2009.</p> <p>Linked to above will be the evaluation process.</p>
<p>Evaluative Commentary:</p>	<p>A revised chronology format is now being used on social care case files. The series of workshops on 'analysis training' has developed a shared understanding of the content and purpose of case summaries. This is being taken forward in the design of relevant forms used within the ICS suite of documents.</p>
<p>Actions to be carried forward to the CYP Implementation Plan</p>	<p>The regular auditing of social care case files will be incorporated within the actions of the CYPP Implementation Plan.</p>

RECOMMENDATION 4: To ensure all private fostering arrangements are identified and take appropriate steps to monitor and support these.	
Actions:	<ul style="list-style-type: none"> To embed and carry out the activity in the agreed Private Fostering Statement of Purpose through operational practice, awareness raising and training. To produce a review of such activity in the annual reports required by both the Director for the Department for Children and Young People and SGSCB.
Milestones:	Progress:
Operational A social worker will be allocated to all potential private fostering arrangements who will visit the child within 7 days of the proposed arrangement to assess the appropriateness of the placement.	All children who are deemed to be in a Private Fostering have an allocated social worker from the time they are identified as in need by the department. The social worker will visit the child in placement within 7 days of identification and this target is reached in the main. Prior to the Private Fostering Inspection by Ofsted in October 2008, there was one child for whom the target was not met.
Should the arrangement appear viable this will become subject to a joint assessment to be completed within 42 working days.	The assessment is undertaken in two parts; the carer's assessment by a social worker in the Family Placement team and the child's assessment by a child care social worker either from the Locality Team or the Looked After team. The assessment is completed within the 42 working days but where the outcome of the assessment indicates the arrangement is not suitable the agreement of the arrangement may not be given until some ameliorative work is undertaken to make it suitable or the child remains in placement until suitable accommodation is found for the child. This practice was deemed unacceptable by Ofsted so we have amended our practice so the assessment and agreement to the placement is undertaken in 42 working days.
A social worker from the Family Placement Team will be allocated to support all private foster carers.	A FPT social worker is allocated in all cases to support the carer.
Privately fostered children and young people will be visited within statutory timescales and formal reviews will occur as subject to regulation.	All children and young people have been visited within the statutory timescale and a specific form devised for the use in Private Fostering cases to record the statutory visits. The reviews occur according to the statutory timescale for all Privately fostered children including those not in need.
Raising Awareness: Information is published on the South Gloucestershire website.	Completed and in place and refreshed periodically.
Notification arrangements to be promoted via newspapers, wage slips and other existing channels.	Information is sent out and publicised on a periodic basis to make the public aware of the need to notify the authority of a Private Fostering arrangement
Publicity materials for professionals, parents and children and young people in a range of languages, to be distributed to key access points.	A comprehensive publicity and awareness raising campaign is undertaken. The information is available in a range of languages on request.

<p>Training: Awareness of PF arrangements to be included in the induction processes of all new social care employees.</p>	<p>Information is included on the half day Induction. All social care employees must attend Child Protection training which includes PF awareness.</p>
<p>Development of awareness raising workshops for those working with C&YP underpinned by clear procedures.</p>	<p>There is a half day Induction for all new starters to the Children and Young People Department, within which information on PF is included.</p>
<p>Private Foster Carers can access all Council Training programmes.</p>	<p>Private foster carers have access to the training available to foster carers which will assist the quality of their care and level of understanding and safeguarding but they cannot access all council training.</p>
<p>Oversight The Corporate Parenting Manager reports on Children's Social Care's compliance and discharge of statutory functions.</p>	<p>The annual report and Statement of Purpose was presented to the DCS and Safeguarding Board in July 2008. Further annual reports are to be received by Safeguarding Board and this requirement is reflected in the forward plan of the Board.</p>
<p>The Corporate Parenting Manager to report on awareness raising, operational and training activities to the Director for the DCYP and SGSCB.</p>	<p>As above</p>
<p>Evaluative Commentary:</p>	<p>A range of awareness raising activities is undertaken throughout the year on a regular basis. New methods of delivering information to the public and staff have been developed. The Statement of Purpose has been reviewed and updated, as is legally required, and the annual report will be presented to the DCS and Safeguarding Board in July 2009. The number of private fostering situations remains very low.</p>
<p>Actions to be carried forward to the CYP Implementation Plan</p>	<p>The needs of Privately Fostered children are incorporated into the arrangements governing the circumstances of all children living away from their birth families set out in the CYP Implementation Plan.</p>

RECOMMENDATION 5:	Ensure all parents and carers of children with learning difficulties and/or disabilities receive information regularly and systematically on available services support.
Actions:	<ul style="list-style-type: none"> • Consulting the Parents Reference Group and agencies to identify their needs. • Arrange meeting with Parents Reference group and agencies. • Update Yellow Book on (web and hard copy). • Ongoing work with voluntary organisations to ensure regular information in newsletters.
Milestones:	Progress:
Search facility. 1BigDatabase upgraded	1Bigdatabase has been upgraded and the search facility improved. Good feedback received to date.
Meeting with reference group.	Met with reference group on 25 th November. Have agreed to produce a leaflet on available services to support parents and carers of children with learning difficulties. A leaflet has been produced and distributed in July.
Updated Yellow Book.	The new version of the Yellow book is on line www.southglos.gov.uk/yellowbook and a hard copy is being placed in Libraries, One Stop Shops, agencies and support groups in South Gloucestershire. Parents and professional can also get advice and signposting from the Children & Young People Information Service helpline.
Further meeting with Parents Reference Group to check needs are being met.	Meetings have been agreed and have attended. Yellow Book, leaflet and flyers have been presented for comments, Yellow book to be amended inline with feedback.
Issue about accessible information to be an annual standing item on agendas for meetings with the Care Forum and Supportive Parents.	A joint meeting has been arranged for July with The Care Forum and Supportive Parents. This will become an annual meeting to review information and items for newsletters.
Evaluative Commentary:	The Yellow Book has been published on the website following an extensive research by ourselves and our partners. It has been reordered and rewritten and is available on the web or as hard copy. Members of the Parents Reference Group and Supportive Parents have taken hard copies for comments. The success will be evaluated by visits to pages and feedback. As part of the Core Offer implementation, feedback on the Yellow Book will be sought from users and the Yellow Book amended accordingly.
Actions to be carried forward to the CYP Implementation Plan	Continue updating of the Yellow book as an ongoing process (rather than a 3 year project) including making it more interactive and easier to use. Acting on feedback from parents/carers, professionals and children and young people.

RECOMMENDATION 6:	Ensure all actions in service delivery implementation plans have specific measurable outcomes.
Actions:	<ul style="list-style-type: none"> • Revise, agree and set expectations for implementation plans. • Establish and implement support and training required. • Reports on plans to governance bodies outline progress on measurable outcomes.
Milestones:	Progress:
CYPP identifies all related implementation plans.	All partnership implementation plans have been identified in the draft 2009-2012 Children and Young People Plan.
Multi-agency working group to establish expectations and support needs.	The Senior Officer Group identified those who form the group which will define guidance and those who will be included in training. Following the initial training this guidance was circulated, and subsequent to the June workshop updated and placed on the partnership website.
Programme of training for relevant managers.	<p>During March a conference, led by an expert in the field, took place for key managers with responsibility for leading the development of contributory plans to the CYPP. The focus was the 'turning the curve' Friedman approach to outcome focused methodology. As a result guidance for the development of plans was written which was shared and used to take forward the Children in Care plan as a pilot.</p> <p>This pilot was reported on at a subsequent workshop for those writing the sub-level plans to come together to explore whether the guidance and expectations was fit for purpose and to receive any further support requested related to this approach.</p>
The first monitor of the new CYPP shows that progress towards targets in sub plans is being measured and reported to relevant governance bodies.	The first monitor of the new plan will take place in September 2009.
Evaluative Commentary:	The outcome focused methodology has been well received and has supported the careful identification of the further data and information which is needed to ensure that plans include measures which enable more informed monitoring of progress. As a result the implementation plan for the CYPP, operational service plans and those partnership plans developed during this period are more consistent in the way they have been developed. The outcome focused methodology has enabled more innovative and evidence based approaches to tackling the tough issues.
Actions to be carried forward to the CYP Implementation Plan	No further action required, other than the reporting process to the strategic partnership which will include an update of how the approach is moving forward.

RECOMMENDATION 7:	Ensure that children and young people who participate in consultations are informed about how their views have influenced developments and raise awareness of this among the wider community.
Actions:	<ul style="list-style-type: none"> Develop a recording system across the Council and Partners to monitor and co ordinate all consultation and participation activities, including feed back procedures for Children and Young People.
Milestones:	Progress:
Draft and disseminate a reporting template for use by all staff engage in participation and consultation activities.	<p>Template produced and distributed across membership of Participation Group and Consultation Work Group Nov 08.</p> <p>Further work required to encourage use of template; To be promoted at re launch Event March 09. [The March event did not take place as envisaged but the youth service is taking a lead on coordinating the information collated and disseminated in relation to consultation activities.]</p>
To carry out training using appropriate young people-friendly communication techniques.	<p>6 young people trained as Ready steady Change trainers. Including 2 Looked After Young People and 1 Disabled. 1 course cancelled Oct 08 due to low attendees.</p> <p>1 course held Jan 09. Twenty one attendees from social services, Learning and School effectiveness, Youth Service, Occupational Health, Connexions and SEN leads.</p> <p>1 course to be held in March 09. Currently a further 18 attendees booked. [The course in March was attended by 20 managers and 34 staff. A further 2 Ready Steady Change events are planned this financial year.</p> <p>Training to continue as required. A checklist of good practice to be used when involving children and young people has been produced and widely distribute in poster form.]</p>
Collate reports of consultation/ participation activities and review same, accumulating data for quarterly reports to be published on council web sites and newsletters.	<p>Template to be developed to collate information of all key data March 09.</p> <p>Results to be presented for children and young people on Youthunltd March 09.</p> <p>[The template is not being widely used so the plan is to re-publicise it and link it to the Project lead in any consultation event. This will be done in conjunction with the Community Consultation Officer who oversees consultation within the council.]</p>
To develop a six monthly participation newsletter.	<p>Newsletter to be produced March 09.</p> <p>Annual report to be produced May 09.</p> <p>[A newsletter was produced as planned, widely distributed and well received. The annual report is currently being finalised.]</p>
To publicise all results of activities on partnership website, youthunltd.com , virtual youth centre and all relevant newsletters.	<p>New Page developed on Youth Unlimited (Your Say) Dec 08.</p> <p>Youth Unlimited Development Workers to present use web site to Participation Group March 09.</p> <p>Information placed on Youth Unlimited for UKYP, Big Stash, Transport Survey, Use Your Voice, Youth Forums.</p> <p>The Youthunltd website is further developing as a point of contact for information regarding participation activities.</p> <p>The transport questionnaire is currently available to complete online on the site. A marketing strategy is being developed for youthunltd to increase its use.</p>
Produce a guide of appropriate feed back opportunities for professionals to use as an aid	<p>Reporting template to be revised to include an aid to professionals for feed back opportunities to children and young people. April 09.</p> <p>The template is being finalised and will contain a guide for professionals on how to feedback.</p>
Draft and distribute a publicity template to encourage services to report consultation outcomes to participants by whatever means (notice boards in	<p>A template standard to be developed to be distributed across all relevant partners to use as publicity to promote the results of consultation activity. April 09</p> <p>As above. This will be done in conjunction with the Community Consultation Officer to maximise impact across the Council.</p>

<p>public spaces, websites, newsletters, documents, letters, etc...) utilising a tri-element format as follows:- "We asked about... You told us... As a result, we did...."</p>	
<p>Evaluative Commentary:</p>	<p>A newsletter on the involvement of children and young people has been produced and well received by a wide audience and will now be a regular event. Young people have delivered training to adults to develop skills in including young people. Youthunltd now has a dedicated participation page. A standard template for collating responses from all consultations with young people has been developed but needs greater commitment to its use.</p>
<p>Actions to be carried forward to the CYP Implementation Plan</p>	<p>Template to be systematically used to collect information and usage monitored. Promotion of Youthunltd as the main point of information regarding participation activities.</p>