

**Child Care Service
Improvement Plan
2007 -2010**

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Foreword to the Children's Social Care Plan 2007- 2010

This Improvement Plan now includes Service Objectives for the next 3 years. These are included within Section G of this Plan. We have set out the performance targets for each of these objectives and our performance assessment and management framework will be applied to help the service to monitor and improve its performance against these service outcomes.

Although this is a 3 year plan, we will review and revise activities and targets each year to account for earlier than expected improvements or areas of our work where progress has not been as quick as it should be and further attention and investment is required.

This plan reflects the challenges facing the Social Care Service, the importance of multi-agency approaches and collaboration and the necessary improvements required.

The systematic process by which we gather the views and concerns of children and young people in care will increasingly inform and influence this plan.

The evaluation of service effectiveness, value for money focus and emphasis on developing best practice are also major influences on the plan for 07 – 10, the priorities for attention and the work that we need to undertake over the next 3 years.

Steve Titcombe
Head of Service
Children's Social Care
March 2007

SERVICE AIM AND OBJECTIVES

Overall aims for the Service

- To ensure that a range of services is available in order to safeguard and promote the welfare of children and young people in the Borough who are in need, and to promote the upbringing of children and young people within their own families where safe to do so.

Service Objectives (in no order of priority)

- To protect children from abuse.
- To improve the life chances of children in the care of Rochdale Borough.
- To provide high quality care for children in the care of Rochdale Borough.
- To provide and commission a range of child and family support services, which will help children/young people to remain within their natural/birth families.
- To help and assist vulnerable young people through the transition to adulthood.
- To provide a range of social care services to children and young people with disabilities and their families.
- To reduce and prevent youth crime.

SERVICE ACTIVITY INFORMATION

Area Team (Crossfield)

	2005	2006
Average number of cases allocated	561	589
Average number of LAC placed at home	28	34
Average number of care orders	175	188
Total number of Section 47 assessments undertaken	124	200
Total number of core assessments undertaken	223	272
Total number of initial assessments undertaken	497	788
Number of children whose names are on the CP register	95	97
Total number of Referrals	1796	1566

Child & Family Support Services

The numbers of families referred to Child & Family Support Service	480	515
The numbers of children referred	600	1005
Number of BME families referred	-	45

Adoption Service

Number of children matched	35	19
Numbers of children where adoption in best interest decided	26	15
Projected number of children adopted	18	31
Numbers of new families approved as adopters	7	7

Fostering Service

Total number of foster carer's recruited	13	15
Total number of RMBC foster carer's available	115 (inc 40 at Level I)	119 (in 30 F&F)
Number of BME Foster Carers	-	11
Number of NVQ Foster Carers	-	25
Number of Level 3 Foster Carers	-	42
Number of Level 4 Foster Carers	-	9
Total number of Foster Carer's Ceased	-	5
Average number of children fostered	247	233

Young People's Support Team

Care leavers supported by YPST	151	110
Homeless young people supported by YPST	25	76
Unaccompanied asylum seekers support by YPST	13	13

Youth Offending Service

Numbers of court disposals given to young people	612	577
Numbers of Pre Sentence Reports presented to court	157	118
Numbers of young people starting interventions programmes	330	414
The average monthly caseload	240	204

Child Protection Activity

Numbers of children subject to initial child protection conference	165	151
Numbers of children on child protection register (average)	100	129
Numbers of new child protection registrations	140	138
Numbers of de-registrations	115	81
Numbers of register checks	210	278
Number of BME children on register	-	18

Children with Disabilities

Number of families receiving a service at any one time	123	167
Number of families receiving respite packages	61	67
Number of looked after children with disabilities	10	15

Children's Mental Health Services

Children under 11 open to CAMHS	370	628
Children 11 and over open to CAMHS	408	598
Numbers of looked after children/young people supported by CAMHS.	77	42

Looked After Children Information

Numbers of children in care 2005 (average)	323	315
% 0 – 10 years	59%	53%
% 11+ years	41%	47%
% placed with Foster Carers (including placed for Adoption)	76%	74%
% placed in Residential Care	12%	12%
% home with Parents	12%	14%

* This year we have only measured those cases open through Child Care Services

NEEDS ANALYSIS

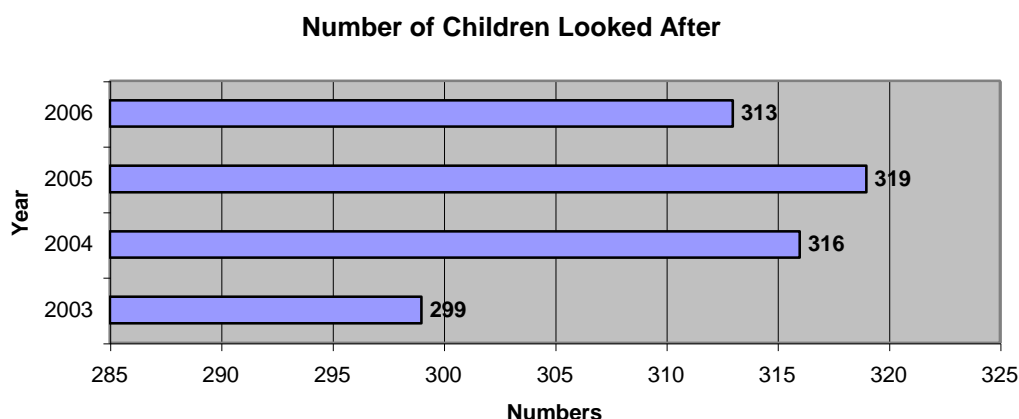
Introduction

The purpose of this section is to identify the trends that are happening within key areas of Child Care Services and where possible to correlate this information with national data and trends. This activity of assessing needs, resources and current services helps the services to develop strategies to make best use of available resources. It helps the service to design new services and shape existing services to meet identified needs at both a macro/population level or at a micro/individual level and deliver cost effective services. It also allows the service to predict future trends to help in the commissioning of services in order to meet the needs of the Borough's children and young people. We acknowledge that we have not identified the needs across all areas of the service, but this is due to the fact that Child Care Services is looking to develop a joint commissioning approach with Health and Education focussing on an outcomes driven process. An outcomes driven commissioning strategy must be inclusive and child centred, integrating all agencies provision into a seamless package with clearly defined roles for all partners and this will take time to develop.

This section links very clearly to the other parts of this plan as it demonstrates how Child Care Services has performed in the past against some of the key national indicators and gives graphical information to present this. It also helps in identifying the service's strengths and weaknesses and assists in identifying our core delivery actions, ie what it is we as a service are trying to achieve and it is this detail that will drive the right improvements and changes.

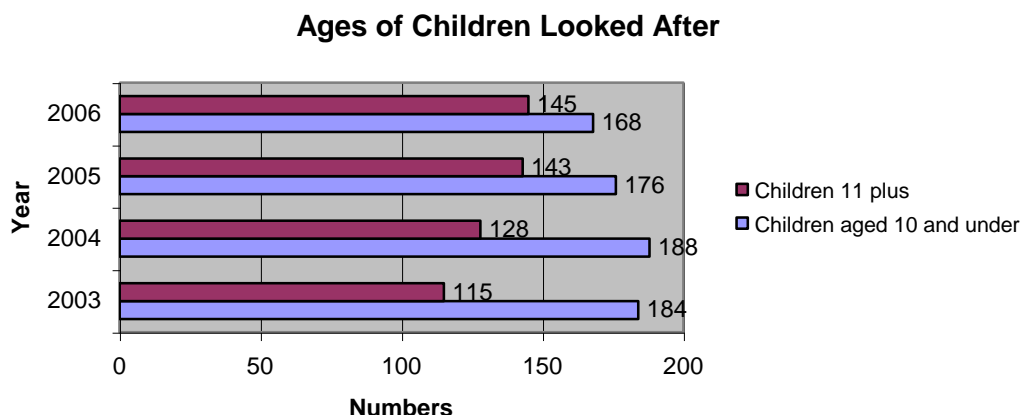
Looked After Children

The graph below shows the numbers of children looked after by Child Care Services as at 31 March from 2003 to 2006 inclusive.



Nationally the rate of children looked after has been rising from 62.0 per 10,000 population under 18 in 2001-02 to 70.4 per 10,000 in 2006. All councils are expecting a slight decrease in this rate in 2006-07 to around 68.5 per 10,000. In 2005 locally we saw a small decrease in the numbers of children looked after to 54.72 per 10,000, which is not in line with the national picture. This could be as a result of the development of additional preventative strategies of the last 2 years, eg the new Child and Family Support Services.

This graph shows the trend of children aged 10 and under and those children aged 11+. One of our performance targets is to reduce the % proportion of 11+ aged children in care.

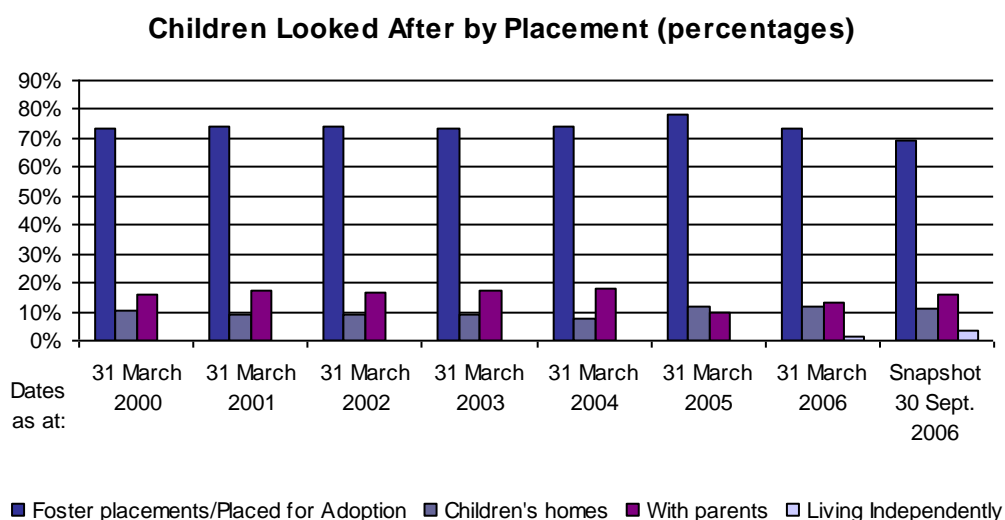


Placements

Nationally there has been little change in the overall patterns of placements over the last five years:

- * The percentage of looked after children in foster or adoption placements has increased only slightly since 2001/02, from 81.3% to 83.1% (excludes children placed at home).
- * Residential placements have remained between 14.2% and 14.6% since 2000/01, excepting a slight decrease to 13.4% last year.

The largest category of placements for children looked after in Rochdale is foster care, accounting for 67% of all placements over the last 7 years. The number of children in foster placements continued to increase since March 2001 and peaked in March 2005, since then we have had a slight decrease. The year ending figures for March 2006 shows that foster placements and children's homes have decreased, whilst children placed for adoption and with parents has increased.

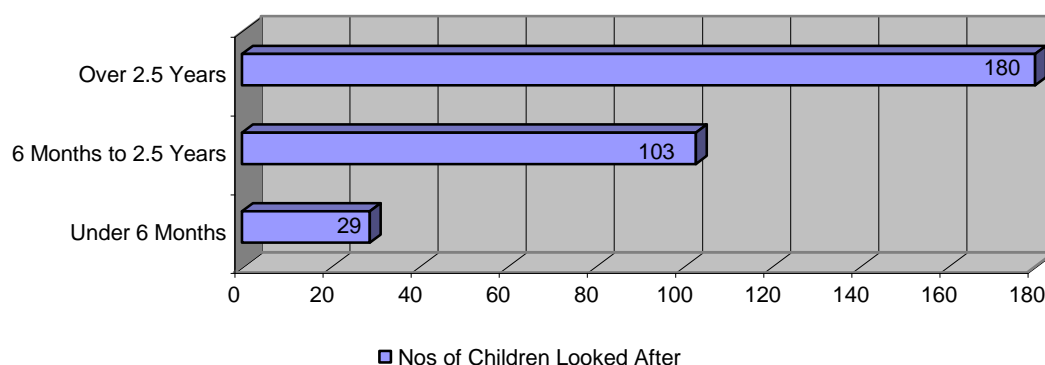


Rochdale's trend is not dissimilar to the national picture in terms of its placements. For those children placed at home we need to look at revoking care orders sooner.

Long Term Stability

The graph below shows how long children in Rochdale have been looked after. Stability and the opportunity to develop and sustain strong attachments are essential in terms of improving outcomes for looked after children, particularly for those who spend a considerable amount of time in care. On the whole stability is associated with better outcomes – placement instability was highlighted by the Social Exclusion Unit as a key barrier to improving educational outcomes. Proper assessment of a child's needs and adequate choice of placements to meet the varied needs of different children are essential if appropriate stable placements are to be made. Inappropriate placements often breakdown and lead to frequent moves. The percentage of all children looked after who had three or more placements in the year was 12% in 2005-06 down from 13% in 2004-2005, Rochdale's figure for 2005-2006 was 11%, which is slightly better than the national average.

Numbers of Children Looked After



Education of Looked After Children

In school year 11, nationally in 2005, 60% of looked after children obtained at least one GCSE or GNVQ compared with 96% of all school children. 11% obtained at least 5 GCSEs (or equivalent) at grades A*-C, compared with 56% of all children. Rochdale's Year 11 results were:

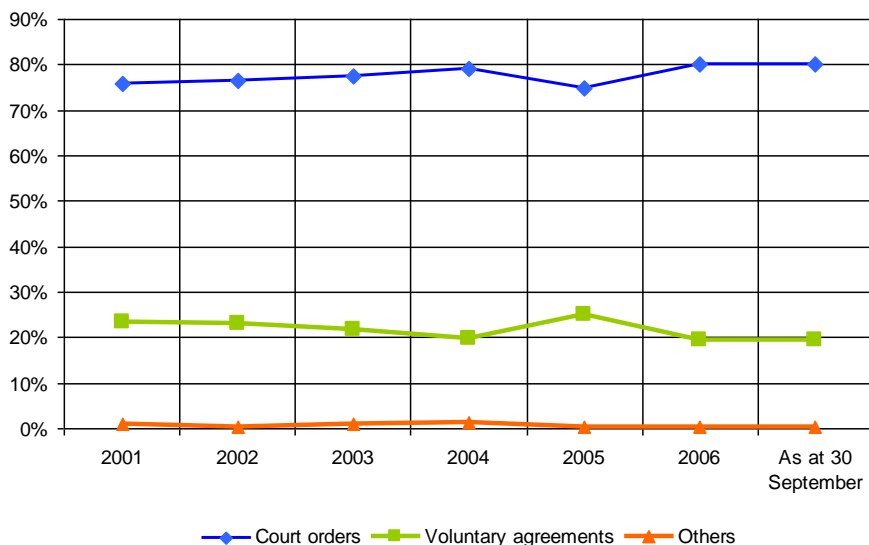
- * 18 (78.3%) achieved 1 A – G grade
- * 0 (0%) achieved 5 A - C grades.

Nationally there has been little progress on increasing the proportion of looked after children with five or more GCSE's at grade A*-C or a GNVQ. On average, less than one in ten of young people in care (8.3%) achieved these qualifications. This is despite improvements over recent years and continued focus from Government on the needs of Looked After Children, education and other outcomes for this group still fall far behind their peers.

Rochdale's figures may be affected by a number of things, most notably the high proportion of looked after children with statements of special educational needs (3% of the general population, 27% nationally for looked after children, 30% of Rochdale's looked after children in Year 11, this year, had a statement). Locally those children who moved prior to their examinations, lost interest did not achieve their expected results. Although the additional support was still available, it was less receptive, which demonstrates that the extra resources and support mechanisms put in place to support individual needs are an important contributing factor for successful outcomes.

Legal Status

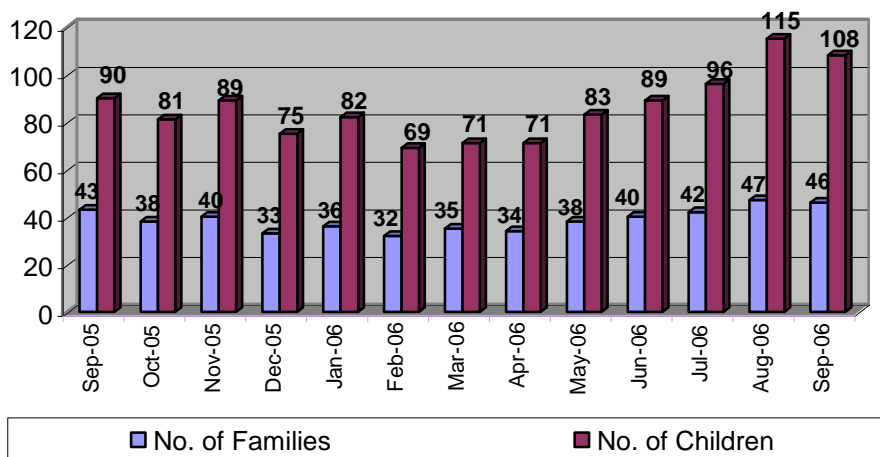
Percentage comparison by legal status:



Child Protection

The diagram below shows the numbers of children and the number of families, which they are member of, who are on the Child Protection Register in Rochdale, by month from Sept 2005 to Sept 2006, and the number of families. Although the number children fluctuate significantly the number of families remains relatively constant does not match these same increases demonstrating that Rochdale is dealing with larger sibling groups of children.

Child Protection Register

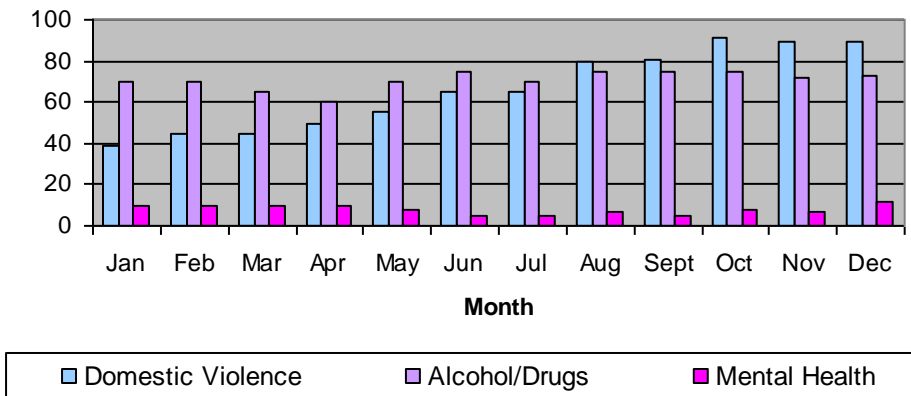


The number of children on Rochdale's Child Protection register is currently comparable with other similar local authorities in the North West.

CSMF = Children's Service Manager Fieldwork
 SUM = Safeguarding Unit Manager
 CM = Commissioning Manager

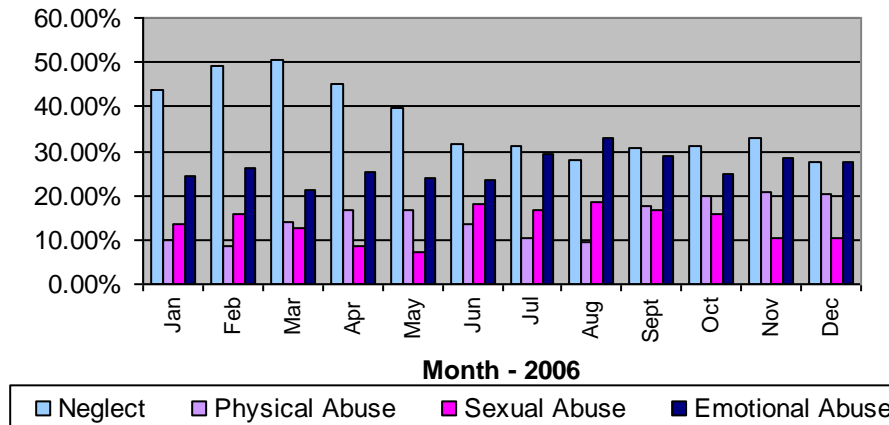
CSMP = Children's Service Manager Provider
 YOTM = Youth Offending Team Manager
 HOS = Head of Service

Adult related problems where children are registered



Domestic Violence features in a high percentage of the lives of children whose names are placed on the Child Protection Register in Rochdale. Rochdale has a high incidence of police recorded Domestic Violence call outs Nationally. Domestic violence often features as part of a wider family picture that also includes substance abuse and on some occasions includes mental health difficulties. Workers from adult services have a significant part to play in the identification of children living within these environments. Collaborative working between adult and child care agencies is essential to understand what is happening for these children in attempts to improve overall outcomes.

% Abuse categories of children on the register

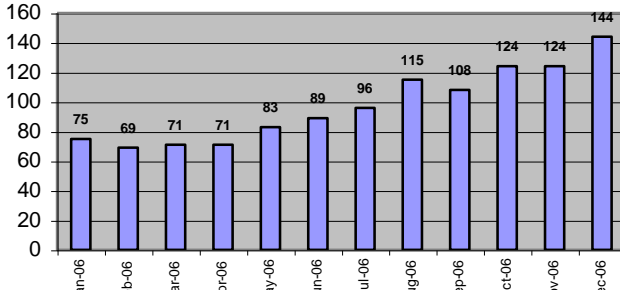


Neglect is a category of abuse that has been given more focused attention nationally over the past two years. The impact of neglect on children is not always immediately visible. Ever increasing family size compounds the difficulties that some parents have in meeting their children’s overall needs, particularly when their parenting ability is compromised by substance abuse, domestic violence and mental health problems. One or two large families coming on or off the child protection register can alter this percentage significantly. One reason for the reduction in cases of neglect on the child protection register during 2006 is linked to child care services taking legal action to share parental responsibility in respect of a few large families where parenting was deemed not good enough to meet the needs of the children despite multi-agency efforts to effect change. During the later months of 2006 and early months of 2007 percentages have increased once again. This figure is likely to increase further when rochdale introduces its graded care profile a multi-agency tool to equip professionals in the complexities of assessing neglect within families

Crossfield Mill

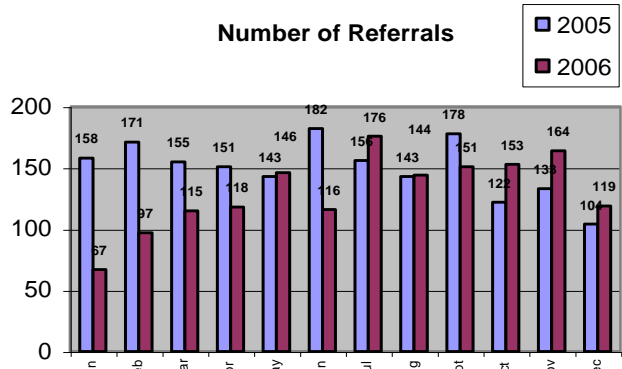
Below are graphical representations of service activity at Crossfield Mill:

Number of Contacts



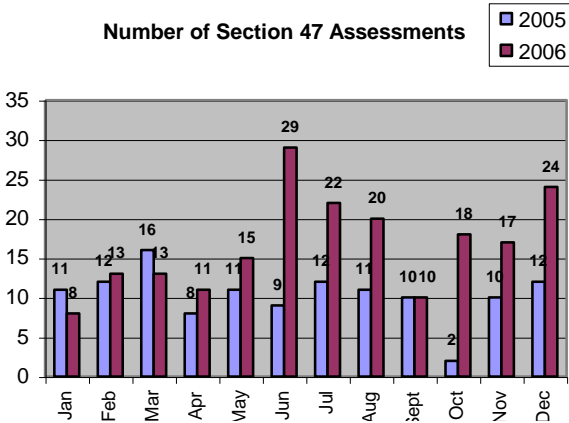
The number of contacts has risen since the implementation of the front end of the ICS system in Dec, which has resulted in a more precise recording of contacts.

Number of Referrals



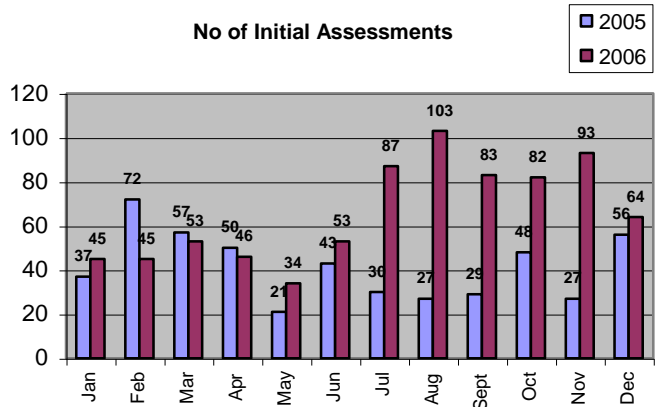
Referrals have risen due to the robust monitoring of what constitutes a referral. We are auditing and random sampling referrals against a set of pre-defined standards to ensure accuracy.

Number of Section 47 Assessments

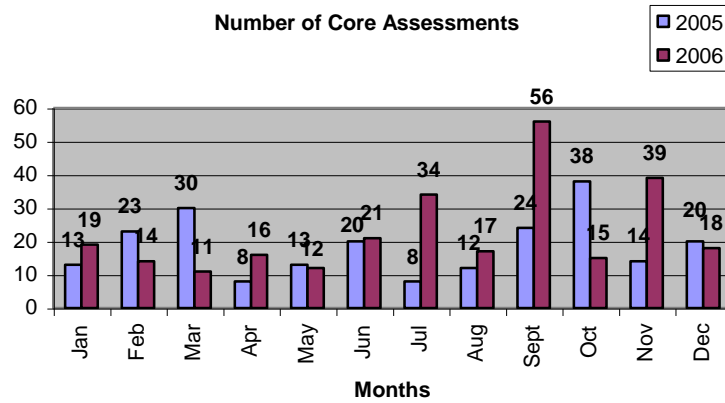


Section 47 assessments have risen significantly as a result of improved training for front line workers regarding what triggers a Section 47 assessment. We have also had more accurate reporting via SWIFT which allows better measurement.

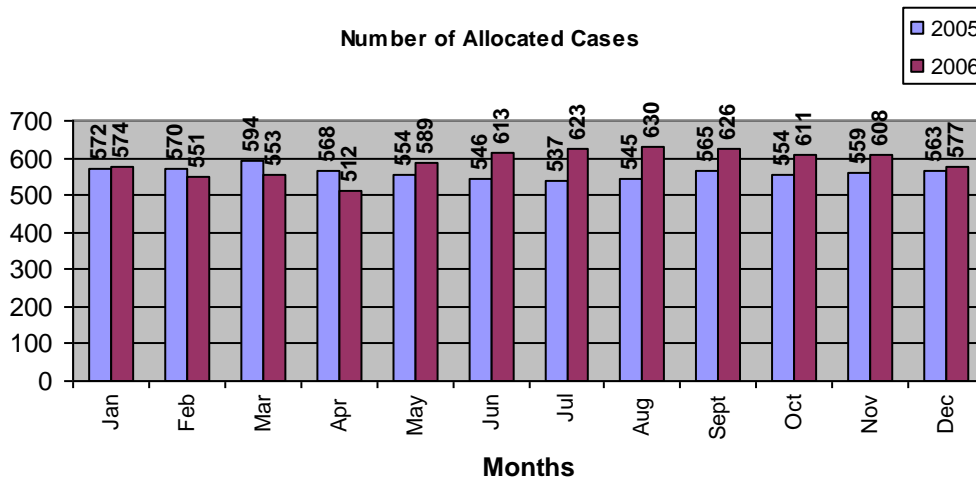
No of Initial Assessments



Initial Assessments have risen due to a re-definition in line with the DfeS guidance regarding what constitutes an Initial Assessment.



The teams were conducting a range of assessments, but as a result of more accurate recording of core assessments, particularly from the long term team, this has resulted in a rise of numbers.



This has remained fairly consistent throughout the year.

Youth Offending

One of the fundamental principles of the Crime & Disorder Act 1998 was that of restorative justice and the need for young people to compensate in kind, either directly or indirectly, for their offences. In 2006, 252 young people took part in reparation projects across Rochdale, ranging from working in people’s gardens to clearing rubbish from churchyards. Both the young people participating in the projects and members of the public have found these to be positive experiences.

Education

All young people subject to Youth Offending Team interventions have plans drawn up during the first weeks of contact that are then reviewed on a three monthly basis in accordance with National Standards. All plans include targets for Education, Training and Employment, dependent on the relevance to the young person’s circumstances.

The Youth Justice plan of 2006/2007 indicates that at the close of their orders, 82.1% of young people were engaged in appropriate education, training or employment. The target for the Youth Offending Team is to achieve 90% engagement and we are working closely with

Education Service, local employees and training schemes such as BTA to achieve this target and provide opportunities for young people in Rochdale.

Accommodation

A common problem encountered by many older teenagers who lead chaotic lifestyles and find themselves in times of crisis is that of accommodation. Lack of appropriate accommodation can often contribute to a young person becoming involved in offending behaviour. Both the Youth Offending Team and the Youth Justice Board recognise this and have included this as a key performance indicator. Rochdale Youth Offending Team works in partnership with Child Care Services and other agencies to tackle this issue.

Through arrangements with the De Paul Trust, the Youth Offending Team has secured a placement at Statham House, with Sanctuary Trust access to a 'Crash Pad' bed for young people with immediate accommodation problems.

The Youth Offending Team and Child Care Services have established links with Child Action North West who provide foster care and supported lodging.

The Youth Justice Plan 2006/2007 indicates that at the close of interventions 95.6% of young people were in suitable accommodation. The target is 100%, Youth Offending Team continue to work closely with partner agencies, young people and their families to achieve this.

Interventions

The Youth Offending Team deliver a range of programmes designed to tackle the issues influencing the offending behaviour of the young people and attempts to reduce the risk of re-offending.

79.8% of all young people known to the Youth Offending Team in 05/06 were screened for substance misuse issues including alcohol. 10% of cases received the structured drug and alcohol programme to provide an intensive intervention to tackle drug and alcohol issues.

All young people subject to referral orders participate in the rolling programme, a group work intervention that allows young people to examine their own behaviour in relation to a number of issues, including consequences of behaviour, victim perspectives, peer pressure, alcohol awareness and many other areas that young people face today.

The Youth Offending Team learning mentor continues to provide support to young people experiencing difficulties in mainstream education, and the health worker providing support and assistance to young people and their families who may experience both physical and mental health issues.

D Resource Picture for 2007/08**D1 Budget**

	Service Area	staff £'000	other spend £'000	Central Charges £'000	Total Spend £'000	Income £'000	Net £'000
1	External Foster Care		2,059	118	2,177		2,177
2	External Residential Care		2,614	116	2,730		2,730
3	Care Management	2,614	662	421	3,697	629	3,068
4	Young Carers Young Persons Support Team	18	179	24	221		221
5	Team	717	506	144	1,367	82	1,285
6	CAMHS	341	179	121	641	452	189
7	Family Support	1,705	149	354	2,208		2,208
8	Rochdale Homes	1,371	165	188	1,724	1	1,723
9	Rochdale Foster Care	382	2,482	290	3,154	191	2,963
10	Adoption Services	213	532	74	819	207	612
11	Service Level Agreements	0	636	38	674	0	674
12	Mgt and Cent Services	270	425	-328	367	12	355
13	Disability Services	876	449	151	1,476	153	1,323
14	EDT	255	13	110	378		378
15	Child Protection	393	70	61	524	54	470
16	Youth Offending Team	1,025	402	164	1,591	725	866
17	TOTAL	10,180	11,522	2,046	23,748	2,506	21,242

D2 EMPLOYEES

1	Assessment/Care Management Fieldwork Team	85
2	YOT	60
3	Disabilities Team	18
4	Residential Care	65
5	Fostering and Adoption	21
6	Child and Family Support Service (including Centres)	48
7	Young Persons' Support Team	21
8	Children Conferencing Reviewing Unit EDT	22
9	CAMHS	11
10	Service Management Team	8
	TOTAL STAFF	359

Achievements In 06-07

Children in Care – Performance Improving

- Children placed close to the Borough achieved by reducing the use of external residential placements.
- Fewer placement moves maintained as a result of improved placement choice and support to carers
- Over 70% achieve at least 1 GCSE A-G
- High % of children adopted this year
- All children allocated as a result of a review of workloads and ensuring cover for vacant posts.
- Statutory reviews almost all completed to timescale
- Care Standards – impressive inspection results within all of our 4 children's homes and the Council's Fostering and Adoption Service.
- Recruitment of new foster carers. Building on the success of last year another 13 new carers have been recruited for the in-house service.

Safeguarding - Performance Improving

- All children on register are allocated – this is a key indicator in relation to safeguarding arrangements.
- CP Reviews @ 100%
- New consultation process working well, whereby all agencies can obtain advice and information from social care where they have concerns about a child.
- Re-registrations reduced significantly, as a result of improved decision making regarding child protection plans.
- Audit systems in place
- Referrals, initial and core assessments, conference and register activity all providing strong evidence of effective practice.

Children with Disabilities

- Review of support and respite services underway with the aim of improving the way we utilise resources for children and families.
- Increased use of direct payments and extending this very successful scheme.
- Multi link 2 underway
- Planning for new service 07/08 and the integration of health, social care and education services.

Youth Offending

- Inspection in 06/07 Good
- Significant reduction in first time entrants
- Successful rehab and after care provision for post custody
- YiP Boroughwide – extending the success of local Youth Inclusion Programmes.
- Referral order programme successful

Support to Vulnerable Children

- High activity levels of child and family support, providing flexible and responsive services. Receives referrals from a range of agencies.
- Specialist Team at Crossfield up and running to provide intensive support and protection to the most vulnerable children, particularly where there is a risk of family breakdown.
- Family resource meetings underway

User Involvement

- Listen Up group programme developed and now includes regular meetings with elected members.
- Youth Parliament
- CWD User survey and high satisfaction rates
- CAMHS BME Project to improve access by black minority and ethnic families to the service
- Service evaluation up and running in various parts of the service

Human Resources

- Almost maintained significant reduction in sickness absence achieved in previous year. (30% in 05/06)
- Practice Managers in place and retention of social workers improved
- Improved marketing and image of Social Care Services
- Training Programme improvements by auditing of training needs and developing a programme to meet those needs

Budget

- Balanced budget projected for 06/07. Second year in succession this has been achieved.

Priorities for 2007-2008

Children In Care

- Long term stability by focusing on those children who are particularly at risk of placement disruption
- School attendance and achievement (5 A-C's), making sure that effective support is provided to children
- Fostering allowances increased and expectations. Minimum allowances will be increased in 07/08.
- Care leavers and Pathway Plan reviews. Ensuring that they are completed and reviewed.
- Post custody arrangement, addressing the needs of young people emerging from custody.
- Reduced % of 11+ in care. Where care is not going to be helpful and supporting the young person at home is the best option.
- Continue our success in recruiting new foster carers
- Reduce the numbers of children in care placed at home.

Safeguarding

- Apply ourselves to new threshold model, new Working Together 06
- Improved response to neglect by focussing upon assessment of need and being clear about the thresholds for intervention.
- Domestic violence and protecting children and contributing to police led work on this.

User Involvement

- Annual survey of children in care to follow up the survey conducted in 06/07.
- Consultation on respite and support service review
- New consultation process for children in care and their reviews.

Support to Vulnerable Children

- Support for 16-18 year olds and mental health problems. Agreed plans and resources. Struggling to recruit to service.
- Family Group Conferencing. This is an effective way of helping families to resolve child- care problems themselves without recourse to public care.
- Specialist Team extended, building on their success at working with very vulnerable children
- Family Support for at risk children

Children With Disabilities

- Increased direct payments
- Extend multi link scheme, by recruiting another family to provide family based respite care.
- Outcome of review is implemented
- New service in place.

Youth Offending Service

- Work with most persistent/prolific young offenders
- Rehabilitation of young people out of custody

Human Resources

- Reduce sickness absence. Target is 12 wte days. Additional measures will be put in place to support absence management process.
- Recruit experienced social workers in front line teams at Crossfield
- Induction Standards implemented across Social Care Workforce
- Good Practice forums in place.

Quality Assurance

- Performance management framework further improved by involvement of front line managers and improved data management.
- Improved practice project work e.g. long term stability children in care
- Outcome driven commissioning taken on. Developed by the Audit Commission. This toolkit will be used with particular groups of children e.g. children with complex needs.
- Benchmarking with other LA's established. This will contribute significantly to value for money activities across the service.

IT

- Further improvements on SWIFT
- Integrated Children's System develops properly and the connections with other information systems are addressed.
- Progress made on ESCR e.g. document imaging

Joint Working

- Joint support panels supported, where children are in serious difficulty.
- Multi agency team around the child approach adopted, for particular children with complex needs. This is an essential approach to ensure co-ordination and holistic provision.
- New threshold model and working together.
- Developing virtual school and strengthening education for children in care.
- Health and children in care strengthened, especially in relation to assessment, health information and promotion,
- Children with disabilities, new service in place.
- Job shadowing a success, involving teachers and social workers leading to extending this.
- New children's workforce induction

Budget

- Further reductions in use of external residential placements (from 22 to 18)
- Manage pressures identified.
- Foster care new allowances in place. Allowances will need to be increased in 07/08. The additional money for this has been identified in the budget.

Other

- Care Matters. New legislation expected in 07/08. “Transforming the lives of children and young people in care”, reflecting the Government’s concerns over the circumstances of children in care, their wellbeing and prospects for the future.

Service Performance Improvement Plan 2007-2010

3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08		Other Agency Partners	CCS Lead
1) LONG TERM STABILITY OF CARE ARRANGEMENTS FOR CHILDREN LOOKED AFTER	1.1	To use the Outcomes Commissioning tool in relation to complex placement arrangements for children in care.		CSMF
	1.2	Focussed work with children at risk of placement instability i.e. identify children, assessment, planning and review arrangements		CSMF
	1.3	Children in care have an allocated social worker		CSMF
	1.4	Develop the team around the child arrangements	Education, Health, CAMHS	CSMF
	1.5	Ensure that reviews for children in care happen on time and involve children		SUM
	1.6	Placement Panel and Multi Agency Placement Panel operate effectively		CSMP HOS
	1.7	Evaluation of impact of Specialist Team re stabilising care arrangements and extend service if warranted		CSMF
	1.8	Consideration of distance from home in all planning of placements from home		CSMF CSMP
	1.9	Support arrangements to foster carers and children's homes regularly reviewed by staff and carers, ensuring where possible that support is in place prior to date it is needed		CSMP
	1.10	Fostering Recruitment Strategy to taken into account predicted service needs. Liaison with Vol Sector partners to be considered to meet expected need.	Voluntary Sector	CSMP

Performance Information re this outcome

Indicator	Year on Year Performance			Targets				PAF Blob Count 05/06	How do we compare?
	03/04	04/05	05/06	06/07	07/08	08/09	09/10		
1 a Stability of placements of children looked after (PAF A1 – BV 49)	9.2	15.8	10.6	10.0	9	8	7	●●●●●	Average 12.5 Good Perf 0<16.01. 91% of councils awarded top band.
1b % of children admitted to care in year and more than 20 miles distant from home (PAFC69)			7.6	7.0	6.8	6.6	6.5	N/A	Not banded for 05/06 Average 12%
1c Long term stability of children looked after (2.5 years) (PAF D78)			62.9	82.0	70	72	74	New Indicator	
ECM Outcome Stay Safe	CYPP Priority Yes			LAA Target? No				Blob Key ●VP ●●P ●●●S ●●●●G ●●●●●E	

3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08		Other Agency Partners	CCS Lead
2) CHILDREN REQUIRING PERMANENT ALTERNATIVE FAMILIES ARE ADOPTED.	2.1	Children requiring adoption have an allocated social worker. Joint work with adoption specialists is activated as soon as possible		CSMF
	2.2	Tracking system effectively monitors the progress of children and the adoption process		CSMP
	2.3	Avoid delays in care proceedings where possible		CSMF
	2.4	Maximise benefits of Adoption 22's family finding facility	Adoption 22 Team	CSMP
	2.5	Adoption support plans developed for all adoptive placements	Adoption Agencies	CSMP
	2.6	Early and specific family finding plans are established for all children requiring adoption		CSMF

Performance Information re this outcome									
Indicator	Year on Year Performance			Targets				PAF Blob Count 05/06	How do we compare?
	03/04	04/05	05/06	06/07	07/08	08/09	09/10		
2a Percentage of children looked after adopted from LA care (PAF C23 – BV 163)	7.5	7.1	6.9 New Defin	8.8	8.9	9	9.1	●●●	8%+ is very good performance. Ave performance 05/06 was 7.6%
2b % looked after children adopted during the year placed for adoption within 12 months of best interest decision being made (APA)		65	83	82	70	75	80	N/A	The NW authorities have increased in the past 2 years from 81.5% to 86.6%, a divergence from the national downwards trend in this area since 2003/2004
2c Children looked after in foster placements or placed for adoption (PAF B7)		82.8	84.01	86	86	87	87	●●●●●	Average 81.5. Best perf = between 85-90% 26% of LA's achieve top band
ECM Outcome Stay Safe	CYPP Priority Yes			LAA Target? Yes				Blob Key ●VP ●●P ●●●S ●●●●G ●●●●●E	

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3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08		Other Agency Partners	CCS Lead
3) SUPPORTING VULNERABLE CHILDREN AND YOUNG PEOPLE TO REMAIN AT HOME WITHIN THEIR NATURAL FAMILIES	3.1	Promotion of Policy LO1(a) across multi-agency colleagues in reducing over 11 year olds coming into care	Schools, LYP, Police, CAMHS, YOT	CSMF
	3.2	Increase Family Resource Meetings and evaluate impact		CSMF
	3.3	Close scrutiny of over 10's entering care via case file audit		CSMF
	3.4	Development of the Specialist Team/preventative strategy	Schools, LYP, CAMHS	CSMF
	3.5	To undertake Family Group Conferences for all children & young people at risk of entering public care	Voluntary Sector	CSMF
	3.6	To create bespoke packages of support to children/young people and their families. This support will come from a range of agencies and including the child's family	Team around Child	CSMF CSMP
	3.7	To ensure Child & Family Support services are considered for all children who are vulnerable		CSMP
	3.8	Complete review of respite and support services to children/young people with disabilities and their families (May 07). Implement changes required	LYP SEN/RANS, Special Schools, Health	CM CSMP
	3.9	Extend multi link scheme (family based respite for children with disabilities) to 3 families (up to 18 children)		CM

Performance Information re this outcome									
Indicator	Year on Year Performance			Targets				PAF BLOB Count 05/06	How do we compare?
	03/04	04/05	05/06	06/07	0708	08/09	09/10		
3a Relative spend on family support (PAF E44)		33	35	36	38	39	40	●●●●	Average 39%. Good Perf 32<43. 63% of councils awarded top band
3b For new admissions reduce the number of over 10's coming into care (Local)		45		35	38	36	34	N/A	No comparative information available
3c Increase Direct Payment arrangements available to children with disabilities and their families.		10	20	30	40	50	60	N/A	No comparative information available
ECM Outcome Stay Safe	CYPP Priority Yes			LAA Target? No				Blob Key ●VP ●●P ●●●S ●●●●G ●●●●●E	

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3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08		Other Agency Players	CCS Lead
4) CHILDREN AND YOUNG PEOPLE ARE PROTECTED FROM ABUSE	4.1	Regular audits conducted of Initial/Core Assessments/Child Protection Plans, ensuring S.47 compliance, decision-making + safeguarding		CSMF SUM
	4.2	Introduction of a pilot of the Graded Care Profile (GCP) on Neglect cases. Monitor/analyse impact of GCP on Children registered under neglect category.	Health and Education Safeguarding Board	CSMF
	4.3	Monitoring of care settings via Fostering Schedule 7 and Children's Homes Schedule 6 reporting.		CSMP
	4.4	Apply new threshold model and arrangements to address child sex exploitation and runaways		CSMF CSMP SUM
	4.5	Family Support procedures to address children at risk cases are implemented		CSMF
	4.6	All children on the register have an allocated social worker		CSMF
	4.7	All Child Protection reviews are conducted to timescale		SUM

Performance Information re this outcome

Indicator	Year on Year Performance			Targets				PAF Blob Count 05/06	How do we compare?
	03/04	04/05	05/06	06/07	0708	08/09	09/10		
4a % of children & young people whose names are on the child protection register (CPR) who have an allocated to a social worker (APA)		96%	100	100	100	100	100	N/A	
4b Re-registrations on the CPR (PAF A3)		17.7	12.5	14	13	12	11	●●●●●	Average 14% Good Perf 10<15. 36% of councils awarded top band
4c CPR cases that should have been reviewed during year that were reviewed (PAF C20 – BV 162)	95.6	96.3	100	100	100	100	100	●●●●●	Average 99%. Good Perf 100% 73% of councils awarded top band
4d % children who were on the CPR for 2+ years (PAF C21)	5.0	3.5	4.7	3.5	4	4	4	●●●●	Average 6% Good Perf 0<10 84% of councils awarded top band
4e Initial CP Conferences per 10,000 child population (APA)	26.5	31.9	19.0	35	36	36	36	N/A	Average figure 36% national / comparative group
ECM Outcome	CYPP Priority			LAA Target?				Blob Key ●VP ●●P ●●●S ●●●●G ●●●●●E	
Stay Safe	Yes			Yes					

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3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08							Other Agency Partners	CCS Lead	
5) PREPARING AND SUPPORTING YOUNG PEOPLE LOOKED AFTER INTO ADULTHOOD.	5.1	Ensure effective transition arrangements in place for YP								CSMP
	5.2	Track the progress of all care leavers up until age of 21								CSMP
	5.3	Ensure all young people leaving care aged 16+ have Pathway Plans in place. and they are reviewed annually								CSMP
	5.4	Explore development of supported accommodation options with RBH, voluntary sector and supported landlady schemes							RBH, Social Housing, Voluntary Sector, Housing Associations	CSMP
	5.5	Ensure all young people leaving care aged 16+ have access to appropriate education, training and employment.							RTS, RMBC, Voluntary Sector, Connexions, Local Business Section	CSMP
	5.6	Ensure all young people in care and who have left care access appropriate health care support, inc. attending annual assessments and obtaining dental treatment							Health, School Health, LAC Nurse, Sexual Health	CSMP
	5.7	Ensure that multi agency transition planning arrangements are in place for all young people with disabilities.							Adult Services, Connexions, Learning Skills	CSMP CM
	5.8	Maximise use of supporting people funding to meet the needs of care leavers aged 16-21 years							Supporting People Programme	CSMP
Performance Information re this outcome										
Indicator	Year on Year Performance	Targets						PAF Blob Count 05/06	How do we compare?	
		03/04	04/05	05/06	06/07	0708	08/09			09/10
5a Health of looked after children (PAF C19)		80	70	85.6				●●●●●	Average 81.3% Good Perf 80<100% 74% of Councils awarded top banc	
5b % care leavers in employments, education or training at age 19 (PAF A4 – BV 161)	50	1.0 New Defin	1.2	1.1	1.2	1.1	1.2	●●●●●	Average 0.76 Good Perf 0.5<0.6. 82% of councils awarded top banc	
5c % of care leavers at age 19 who are living in suitable accommodation (as judged by the council) (APA)		83.3	100	100	100	100	100	N/A	No Information available	
5d % of Pathway Plans completed										
ECM Outcome Achieve Economic Wellbeing	CYPP Priority Yes	LAA Target? No				Blob Key ●VP ●●P ●●●S ●●●●G ●●●●●E			Aiming High Theme	

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3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08							Other Agency Partners	CCS Lead
6) LOOKED AFTER CHILDREN ENJOYING AND ACHIEVING AT SCHOOL.	6.1	PEP's (Personal Education Plans) are in place for children in care at school and the quality of the PEP is audited.						Schools Service, LYP Service	CSMP
	6.2	Elected members in their role as Governors receive regular reports from the Virtual School						Elected Members, Virtual School	HOS LYP
	6.3	Review educational support and ensure support is improved where needed. (includes investigation of good practice within other authorities)						Schools Service, LYP, Virtual School	CSMP
	6.4	Establish effective school attendance monitoring system for all children in care						Schools PDS (RMBC) LYP	CSMP HOS
	6.5	Annual survey of the views of children in care about education is taken account of						Voluntary Sector To undertake C in C	SUM
	6.6	Employ education mentors to support educational attainment and attendance for children in care and fostered.						Schools Service LYP	CSMP
Performance Information re this outcome									
Indicator	Year on Year Performance			Targets				PAF Blob Count 05/06	How do we compare?
	03/04	04/05	05/06	06/07	0708	08/09	09/10		
6a % LAC year 11 pupils who achieved 1 or more GCSE or equivalent (Local)		73.7	77.3	78.3	80	81	82	N/A	Nationally in 2005, 60% of LAC obtained at least 1 GCSE or GNVQ compared with 96% of all school children.
6b % eligible year 11 pupils sitting one or more GCSE or equivalent (APA) – 12 months continuously LAC		77	82.4	82.4	84	85	86	N/A	
6c % young people leaving care at 16+ with at least 1 GCSE at grades A-G or GNVQ (PAF A2 – BV 50)		58.8	53	75	56	58	60	●●●●	Average 53% Good Perf 70<=100. 8% of councils awarded top band
6d % young people leaving care aged 16+ with 5 or more GCSEs at Grade A*-C or a GNVQ (APA)		0	9.1	0	10	15	20	N/A	
6e Children looked after absent from school (joint working) (PAF C24)		17.3	12	14.4	12	10	9	●●●	.Average 13% Good Perf 0<5 5% of councils awarded top band
6f 90% of children looked after have an up to date PEP (Local)			66	90	92	93	94	N/A	
ECM Outcome Enjoy and Achieve	CYPP Priority Yes	LAA Target? Yes				Blob Key ●VP ●● P ●●● S ●●●● G ●●●●● E			

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3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08		Other Agency Partners	CCS Lead
7) OFFENDING BY CHILDREN/ YOUNG PEOPLE IS PREVENTED/ REDUCED	7.1	Liaison and information sharing between the YOT services and services for looked after children improve	YOT Multi Agency Service	YOTM CSMP
	7.2	Staff deployed to support looked after children who offend, so as to reduce offending behaviour	YOT Multi Agency Service	YOTM
	7.3	Views of professionals involved with looked after children who offend to be included in all court generated reports	YOT Multi Agency Service	YOTM
	7.4	Integration of the ISSP service from its cluster arrangement to allow flexibility in delivery to target those identified as at the highest risk of re-offending and reduce the rate of use of custody.	YOT Multi Agency Service	YOTM
	7.5	To develop the service provided by Safer Schools to target a wider range of children and prevent first time entrants to the Youth Justice System . Additional funding is to be provided through the Youth Justice Board (YJB) prevention fund.	Schools Service, LYP, Community Safety (RMBC)	YOTM
	7.6	Use funding obtained through the YJB Capital Expenditure Grant to create two computer workstations within the YOT to allow young people access to the internet and enhance interventions to tackle offending behaviour		YOTM

Performance Information re this outcome

Indicator	Year on Year Performance			Targets				PAF Blob Count 05/06	How do We compare
	03/04	04/05	05/06	06/07	07/08	08/09	09/10		
7a Final warnings and convictions of children looked after (PAF C18)	2.6	2.4	1.1	2.3					
7b % of young people subject to YOT interventions receive appropriate access to employment, education, training		85.2	82.2	90					
7c Reduce the use of custody at remand stage to 30% (of those subject to pre-sentence conditions)		30.6	41.3	30					
7d Reduce use of custodial sentences to 5% via robust community intervention alternatives		6.1	7.2	5	To be included in Youth Justice Plan for 07/08			N/A	
ECM Outcome Making a positive contribution	CYPP Priority Yes			LAA Target? Yes				Blob Key ●VP ●●P ●●●S ●●●●G ●●●●●E	

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3 Year Strategic Objectives for Child Care Service 2007 – 2010

Outcome Required	Key Activities in 07/08		Other Agency Partners				CCS Lead		
8) CHILDREN AND YOUNG PEOPLE HAVE A VOICE AND ARE FULLY INVOLVED IN DECISION MAKING ABOUT THEM.	8.1	Views as expressed at LAC Reviews are fed back to Service Managers (both individual concerns and collective themes)					SUM		
	8.2	Children's Rights Services offers representation services to all LAC who require it.	Voluntary Sector				SUM		
	8.3	Listen Up Group increase its membership and has age differentiated groups	Listen Up Group Voluntary Sector				SUM		
	8.4	Annual Survey of the views of children in care conducted.	Voluntary Sector				SUM		
	8.5	Children and young people attend their reviews and express their views					SUM CSMF		
	8.6	Statutory reviews for children in care are conducted to correct timescales					SUM CSMF		
	8.7	Extend provision of independent review process to children with disabilities accessing short term respite breaks.					SUM CM		
	8.8	Extend advocacy voice of Independent Children's Rights Services to children with disabilities	Voluntary Sector				SUM CM		
Performance Information re this outcome									
Indicator	Year on Year Performance			Targets				PAF Blob Count 05/06	How do We compare?
	03/04	04/05	05/06	06/07	07/08	08/09	09/10		
8a % of children looked after who communicated their views to a statutory review (PAF C63)		85	80	95				●●●	Average 79% Good 95< = 100 20% of councils awarded top band
8b Timeliness of reviews of looked after children (PAF C68)			88.1 Ne w	89	91	92	93		Average 79% Not banded for 05/06
9c Proportion of satisfied service users and families accessing or receiving a service from the children with disabilities			87	89	90	91	92		Not available. Local indicator
ECM Outcome	CYPP Priority			LAA Target?				Blob Key ●VP ●●P ●●●S ●●●●G ●●●●●E	
Making a Positive Contribution	Yes			No					

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Service Management Objectives		Key Activities in 07/08	Other Agency Partners	CCS Lead
9.1	To operate within the allocated budget for the Service	<ul style="list-style-type: none"> To further reduce the use of external residential placements to 18 by March 2008. Improved alignment of budget to spending within the service Regular budget monitoring (monthly) with SMT and in relation to external placements with budget holders (monthly) Finance services links to budget holders and regular monitoring meetings continues Rigorous budget planning and preparation with budget holders occurs in April 07 	<ul style="list-style-type: none"> PDS (RMBC) Finance (RMBC) Procurement Team (RMBC) AGMA Unit Health LYP 	HOS CSMF CSMP
9.2	To Reduce absence from work levels.	<ul style="list-style-type: none"> To reduce absence to 12 days per wte (whole time equivalent member of staff), from the projected 16 day wte for 06/07. New management action monitoring process involving line managers, SMT, Head of Service and People Management Services operates throughout the year Improvements to DHS input Establish managing attendance officer post (across Adult and Child Social Care) to support effective interventions 	<ul style="list-style-type: none"> PMS (RMBC) DHS (Health Reporting) Adult Services 	HOS Full SMT
9.3	To address equality and diversity requirements	<ul style="list-style-type: none"> Increase representation of all minority groups within the children's social care workforce, e.g. gender, disability, race, age. Targets in relation to this are contained in the Service Equality and Diversity Plan 07/08 Improving access to services for minority groups. Targets in relation to this are also contained in the Service Equality and Diversity Plan 07/08 Equality and Diversity Focus Group across Children's Social Care is responsible for monitoring and developing the service response to equality and diversity issues. Action is geared to achieving Level 4 Equality Standard for the service and Council for March 08 	<ul style="list-style-type: none"> PDS RCD 	CM HOS
9.4	To address workforce issues to ensure services are fit for purpose	<ul style="list-style-type: none"> To address the problems in recruiting experienced child care social workers at Crossfield. Recruitment of the best social work graduates coming off courses in 2007. Implement social care induction programme for all new staff. Job shadowing pilot completed and effective arrangements extended. Improvements to service training programme for 07/08. Use of in service talents to support the programme. Ensuring training and development within children's social care is complimentary to wider children's workforce arrangements. Good practice forums set up to support Learning and Development Focus Group 	<ul style="list-style-type: none"> PMS Training and Development Social Care Schools Service Real Trust 	CSMP HOS
9.5	To address risk assessment and management issues for the	<ul style="list-style-type: none"> Revise service risk register and review those high rated risk areas within the year. Complete employee risk assessments across the service and for all distinct employee groups e.g social workers, residential child care workers, family support 	<ul style="list-style-type: none"> RMBC Health and Safety Colleagues 	HOS

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	service	<p>workers.</p> <ul style="list-style-type: none"> Review our current risk assessment process as applied to service users. Revise and improve the process 		
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