

Foreword

In April 2002, the Western Area Children and Young People's Committee published its second Children's Services Plan, for the period 2002-2005. The Children's Services Plan 2002-2005 has described, in some detail, how need has been assessed, reports agreed, inter-agency strategic objectives, and identifies a number of key result areas related to these objectives. This publication is intended to be a working document. It provides an

Executive Summary of Children's Services Plan 2002-2005, and an Action Plan – specifying how the strategic objectives can be taken forward in the year 2002-2003, and how progress can be measured. The Action Plan will be used by the Western Area Children and Young People's Committee to monitor and assess progress, and will be the basis on which the Children's Services Plan is reviewed annually.

The Western Area Children and Young People's Committee welcomes comments, views, and opinions about the Children's Services Plan.

If you wish to convey your views about:

- content
- how the information is laid out
- what is missing
- ideas for further development
- criticisms
- how the Plan can be improved

please contact:

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The Children's Services Plan, as well as a range of other planning documents and information about need and supply in respect of services for children and young people in the West, is available in the Western Area Children and Young People's Committee Website at:

www.wacy-pc.org

Contents

	<i>Page</i>
1. Children's Services Plan 2002-2005 – Executive Summary	
1.1 Needs Led Planning for Children and Young People	1
1.2 Model for Assessing Need	1
1.3 Key Planning Themes	3
1.4 Structure	4
2. Action Plan	
2.1 Developing and Monitoring the Plan	5
2.2 Children and Young People Who Are in Public Care	8
2.3 Youth Justice	13
2.4 Children and Young People Ceasing to be Looked After	17
2.5 Children in Need of Protection	19
2.6 Children with a Disability	21
2.7 Services for Children with Emotional, Behavioural, Psychiatric and Psychological Needs	26
2.8 Children and Young People who are Homeless	31
2.9 Information Support	32

1. Children's Services Plan 2002-2005

1.1 Needs Led Planning for Children and Young People

The **mission** of the Western Area Children and Young People's Committee is "to achieve maximum possible coordination between all agencies and groups, of their strategic planning for children in Need in the WHSSB area, led by assessment of need".

(Children's Services Plan 1999-2002, p12)

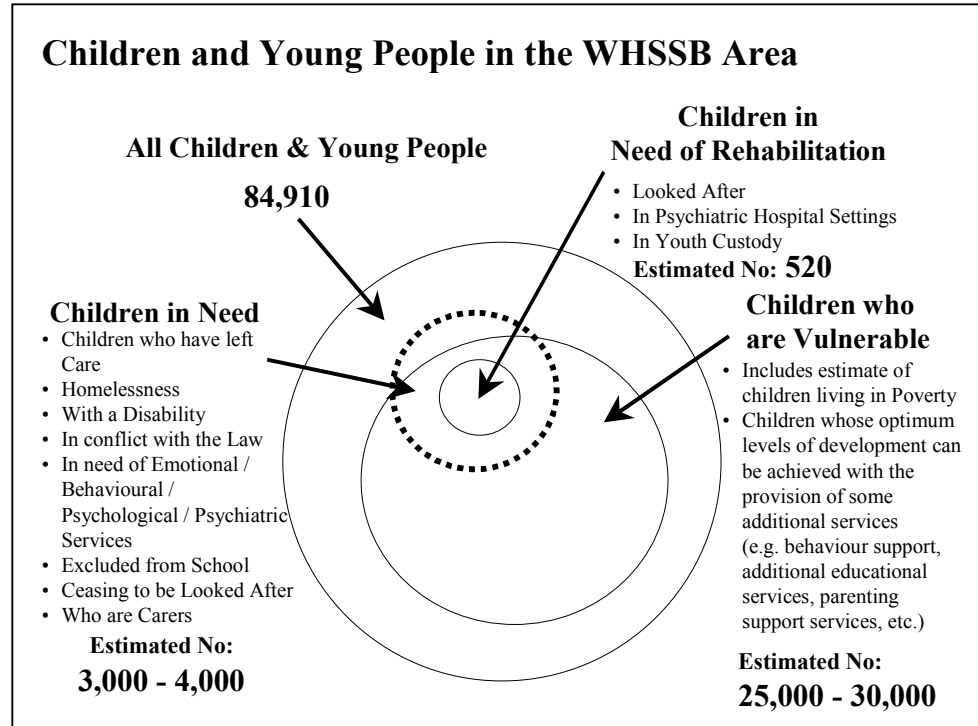
This approach to planning is defined by two key questions:

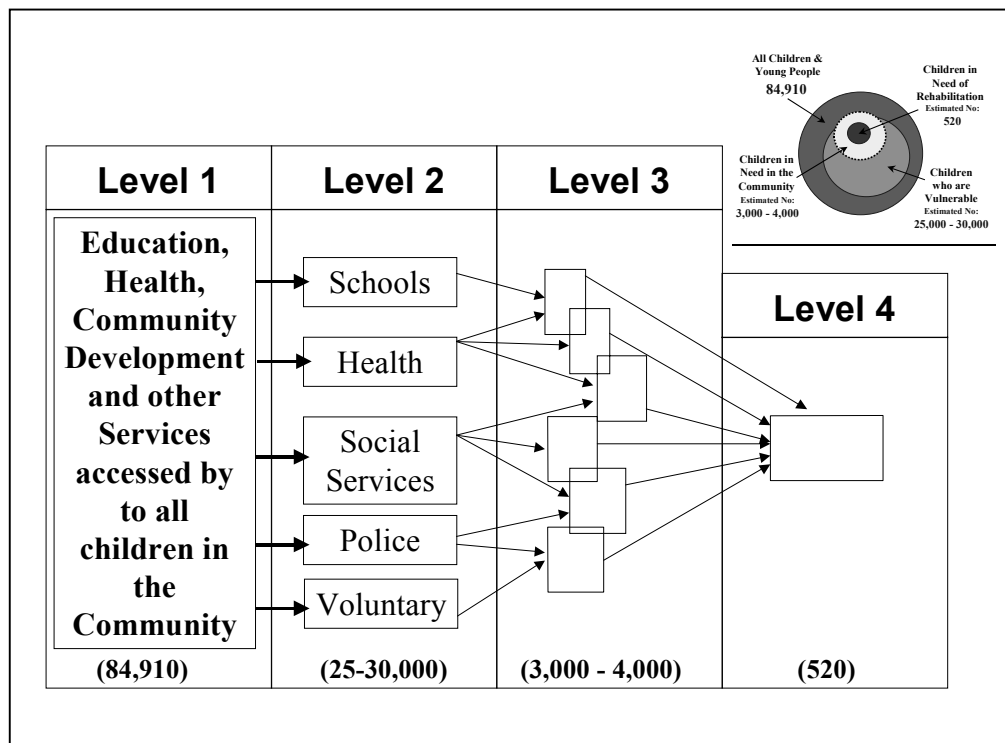
- (a) **How are our children doing?**
(NOT: How are our services doing?)
- (b) **Can services be built around children?**
(NOT: Can we get the children to the services?)

The Children's Services Plan is:

- A three year strategic plan for children in Need
- A statutory requirement (Children Services Planning Order 1998)
- The result of inter-agency collaboration and cooperation
- Committed to consultation with all stakeholders
- Subject to annual, published, reviews.

1.2 Model for Assessing Need





Level 1 refers to those services which are available to all children – Health Care, Education and a range of other services provided in communities.

Level 2 represents services to children who have some additional needs. Services at Level 2 are characterized by referral, and full parental consent and negotiation. Examples would be Behaviour Support, Parenting Support, additional Educational services, etc.

Level 3 represents support to families or individual children and young people where there are chronic or serious problems. It is provided through a complex mix of services which usually need to work together in order to provide the best support.

Level 4 represents support to families or individual children and young people where the family has broken down temporarily or permanently when the young person may, for example, be in Care, in Youth Custody, or as a Hospital In-Patient due to disability or mental health problems.

1.3 Key Planning Themes

□ *Promoting Social Inclusion*

- Targets for all children should also be the targets for vulnerable children
- Vulnerable children require additional services to meet these targets
- Additional services have to be built on existing services, around the needs of the child
- Requires 'cross-cutting' planning at local level
- 'Cross-cutting' planning at local level requires coordination at departmental level

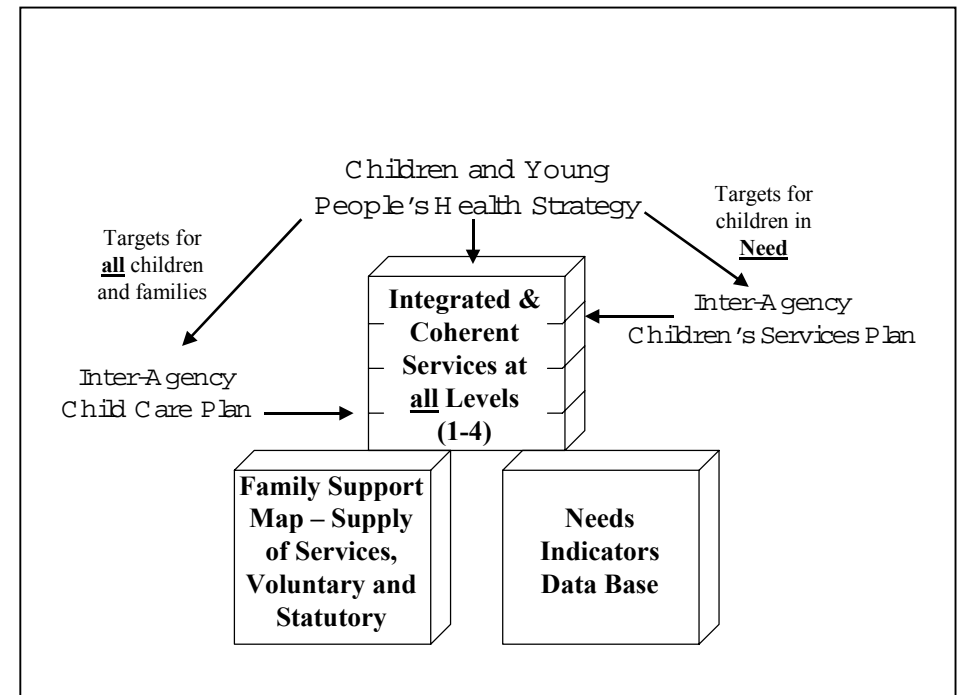
□ *Equality and Human Rights*

- Evidence of impact of Equality principles on strengths and outcomes

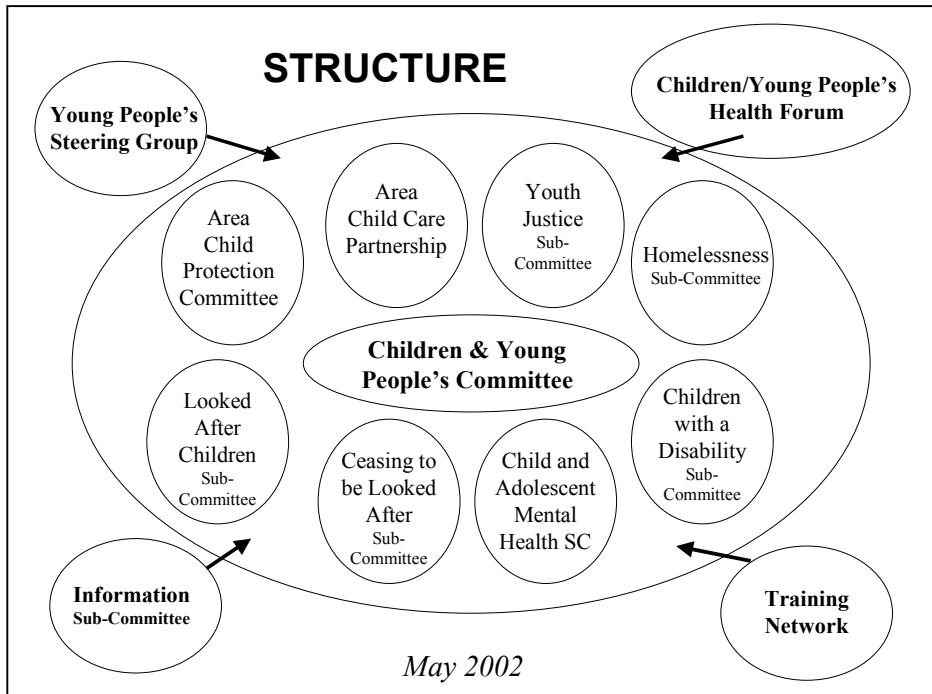
□ *Needs Led Planning and Research*

- Development of the Information Base
- Enhanced systems for consultation
- Outcome focus

□ *Integrated Family Support Strategy*



1.4 Children's Services Planning Structure



Composition of Western Area Children & Young People's Committee

- Director of Social Care, WHSSB - CHAIR
- WHSSB (Health & Social Care) 2
- Education 1
- Probation 1
- Juvenile Justice Board (NIO) 1
- Housing 1
- Westcare Business Services (Training) 1
- Community Trusts 2
- Police 1
- Voluntary Sector 3*
- Community Sector 3*
- Ethnic Minority 1*
- Children's Services Planner 1

* (2 Voluntary Sector, 3 Community Sector, and 1 Ethnic Minority place still to be filled)

2.1 Developing and Monitoring the Plan

Strategic Objective: The Western Area Children and Young People's Committee will promote and develop the Children's Services Plan over the period 2002-2005, concentrating on achieving progress in the areas of Promoting Social Inclusion, Equality and Human Rights, Supporting Needs Led Planning and Resourcing, and Developing an Integrated Approach to Family Support.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Improved outcomes for children and young people in Need	To show that the lives of children have been positively effected as a result of Children's Services Planning, throughout the timescale of this Plan.	Analysis of achievement of Sub-Committees against agreed Key Result Areas and Performance Indicators	Sub-Committees have identified Key Result Areas – further work to be undertaken to refine and develop Performance Indicators	<ul style="list-style-type: none"> ▪ Each Sub-Committee to have identified Performance Indicators by Sept 2002. ▪ WACYPC to consider resourcing strategies for prioritized projects ▪ Analysis of progress to be considered by WACYPC by Feb 2003 	The Children's Services Plan will seek funding from (a) redeployment of existing resources (b) identification of additional resources. Each Sub-Committee will identify and cost two priority projects by June 2002.
Effective Resource Targeting	To demonstrate that the benefits to children and young people are consistent with targeting of areas of greatest need, throughout the timescale of this Plan.	Analysis of location of projects and services, with reference to indicators of need	Comprehensive data on poverty / deprivation is available (Noble). Database on additional needs indicators under construction	<ul style="list-style-type: none"> ▪ WACYPC will consider a report from the Children's Services Planning Information Officer, analyzing need by Feb 2003. 	Within existing resources.
Performance Indicators	To be able to demonstrate that each Sub-Committee has identified Performance Indicators by Sept 2002.	Review of work of each Sub-Committee	Sub-Committees have identified Key Result Areas.	<i>See above</i>	Within existing resources.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Integrated Family Support Strategy	To demonstrate that the needs of more children can be safely met in their homes and communities, through an integrated and strategic approach to the development of Family Support Services, throughout the timescale of the Plan.	Reduction in numbers of children and young people who require intensive interventions (Levels 3+4)	The development of the Children's Services Plan, the Child Care Plan and the Health Strategy for Children and Young People, as well as the creation of a common database to monitor need and supply, creates conditions for taking forward an integrated strategy.	Develop baseline reporting system in respect of children entering Levels 3+4 (Hardiker Model) and determine realistic targets by Sept 2002.	Draft Strategy to be developed within existing resources. Strategy will be costed when agreed.
		Feedback from families, children, young people about effectiveness and quality of family support		Develop (draft) Family Support Strategy at each Level (Hardiker Model) by Dec 2002	
				Circulate Strategy for consultation by March 2003	
Effective influence.	To show that desired changes have been made to all relevant / targeted policy areas, throughout the timescale of this Plan.	Evaluation of targeted policy areas.		WACYPC to develop a PR Strategy	Within existing resources
				Provide information to local MLAs and key MLAs	
				WACYPC to liaise closely with other CYPs	
Needs based Information Systems	To show that information systems are in place which enable Sub-Committees to identify areas of greatest need, to determine plans and to measure successes by Feb 2002	By levels of satisfaction of Sub-Committees	Preliminary database already established	WACYPC will monitor through regular reporting from Children's Services Planning Officer	Within existing resources

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Effective consultation	To demonstrate that young people, parents and carers will be able to influence the thinking of WACYPC Sub-Committees by Feb 2003	Each Sub-Committee will have measures in place to demonstrate satisfaction of (a) young people (b) parents/carers	Young People's Reference Groups are being developed. Parents already involved in some Sub-Committees	WACYPC will monitor through (a) contact with Steering Group for Young People's Participation (b) reporting from Children's Services Planner	Recurrent funding needs to be identified to support Young People's Steering Group
Equality Principles	To show that all processes and plans meet with the requirements of Section 75 of the NI Act, by Feb 2003	By application of agreed Agency Screening processes		Children's Services Planner will report to WACYPC	Within existing resources

2.2 Children and Young People Who Are In Public Care

Strategic Objective: To develop a range of services for children and young people in public care which will increase the capacity of the WHSSB and Trusts to comprehensively assess their needs, and ensure that Care Plans can draw upon appropriate placements and other support and treatment services.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
'Children Matter' Strategy – Residential Care	<ul style="list-style-type: none"> ▪ To increase the number of residential beds available in WHSSB Trusts by 17, during the timescale of this Plan ▪ To increase the quality of residential care provision during the timescale of this Plan. ▪ To increase the range of residential facilities available throughout the timescale of this Plan 	<ul style="list-style-type: none"> ▪ No of additional beds provided ▪ Audit of Adherence to Statement of Purpose and Function in respect of each admission to each Unit ▪ Reduction in rates of Untoward Incidents ▪ Reduction in rates of staff sickness ▪ Reduction in staff turnover ▪ Feedback from residential staff ▪ Feedback from residents ▪ Improved education and health outcomes 	Each Trust is currently developing an Action Plan, linked to priorities developed through regional 'Children Matter' Task Force. Obstacles include (a) lack of clarity about revenue funding (b) ability to recruit required nos. of additional staff	<ul style="list-style-type: none"> ▪ Keep implementation of the Action Plan under review ▪ Children's Services Information Officer to develop system for reporting on quantitative PIS 	Capital funding identified. Revenue funding not yet satisfactorily sourced

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Foster Care (<i>contd.</i>)	<ul style="list-style-type: none"> ▪ To increase capacity of Foyle Trust by 9 places, and in Sperrin Lakeland Trust by 6 places, by March 2003 	<ul style="list-style-type: none"> ▪ Feedback from foster parents ▪ Feedback from Social Workers ▪ Increased number of foster placements recruited 		<ul style="list-style-type: none"> ▪ Members of Sub-Committee undertake consultation with <ul style="list-style-type: none"> (a) Social Workers (b) Foster parents 	Within existing resources
Educational Outcomes	<ul style="list-style-type: none"> ▪ To have carried out an audit in order to establish baseline assessment of present educational performance by Looked After Children, by Sept 2002 	Audit completed	Audit currently underway, coordinated by WHSSB-WELB Education Sub-Group – WELB have made services of researcher available. Some delay reported in accessing key data in Foyle Trust	<ul style="list-style-type: none"> ▪ Researcher to take forward implementation of audit, which will give comparison with populations <ul style="list-style-type: none"> (a) in school (b) within WHSSB 	
	<ul style="list-style-type: none"> ▪ To set Performance Improvement Targets (e.g. educational attainment, attendance, reduction of supervision/expulsion rates) by Nov 2002 	Realistic and agreed targets in place (to be identified through audit)		<ul style="list-style-type: none"> ▪ Sub-Committee to consider audit analysis, and develop Performance Indicators 	Within existing resources
Children's Services Plan 2002-2005			10		<i>April 2002</i>

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
	<ul style="list-style-type: none"> ▪ To have implemented a WELB-WHSSB Protocol for the educational management of Looked After Children by March 2003 	<ul style="list-style-type: none"> ▪ Lower incidences of School Exclusion ▪ Feedback from young people ▪ Feedback from SW professionals 	Draft Protocol circulated for discussion	<ul style="list-style-type: none"> ▪ Sub-Committee to consider training strategy for implementation of joint WELB-WHSSB Protocol 	Training resources to be identified
Health Outcomes	<ul style="list-style-type: none"> ▪ To ensure that Looked After Children have access to improved Health screening and monitoring of health needs, and to have increased access to a range of health services 	<ul style="list-style-type: none"> ▪ (To be determined following analysis of Foyle audit) 	Audit currently under way in Foyle Trust	<ul style="list-style-type: none"> ▪ Sub-Committee to consider analysis of Foyle audit 	To be assessed
Permanency Planning	<ul style="list-style-type: none"> ▪ To have at least 4% of Looked After Children adopted by 31.03.03 	<ul style="list-style-type: none"> ▪ Nos of Looked After Children placed for adoption ▪ Feedback from Adoption Case Committee ▪ Nos of Looked After Children in respect of whom adoption has been agreed in their Care Plan 	Obstacles include (a) difficulties in recruiting prospective adoptive parents (b) delays because of workload pressure on Trust staff (c) legal and administrative timescales for processing permanency application	<ul style="list-style-type: none"> ▪ Establish recording system to track children identified for permanency planning ▪ Develop and cost service model to 'fast track' permanency planning 	<p>Within existing resource</p> <p>Additional resourcing to be costed</p>

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Analysis of Needs of Children in Public Care	<ul style="list-style-type: none"> ▪ To have an (initial) reporting system in place by Dec 2003 	Initial reporting system in place	No regular reporting system in place. Time available to CSP Information Officer is a potential constraint	<ul style="list-style-type: none"> ▪ Identify available data sets (in conjunction with Information Officer) ▪ Assess technical capacity to integrate data sets (i.e. spec for information system) ▪ Consider how information from LAC forms can be accessed 	Within existing resources
Consultation with young people	<ul style="list-style-type: none"> ▪ Develop Young People's Reference Group 	<ul style="list-style-type: none"> ▪ Reference Group to be in place and working ▪ Nos of young people involved 	Model prepared by VOYPIC. Input available from Young People's Steering Group	<ul style="list-style-type: none"> ▪ Set up Reference Group, with protocols etc for consultation 	To be costed
Support services	<ul style="list-style-type: none"> ▪ To increase the range of support services available to Looked After Children and their carers 	<ul style="list-style-type: none"> ▪ New services provided 	A range of services is currently provided in both Trusts	<ul style="list-style-type: none"> ▪ Review and audit support services currently available ▪ Prioritize new services to be developed (based on assessment of need) ▪ Identify services to be consolidated (assessment of outcomes/needs) ▪ Identify services where access can be improved by better coordination 	To be costed pending review

2.3 Youth Justice

Strategic Objective: To increase the range and coherence of services in the Western area (along the continuum from prevention to rehabilitation) which will promote the social inclusion of children and young people who are at different levels of risk of offending, or who have been adjudicated upon by the Courts.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Service Model for Youth Justice	<ul style="list-style-type: none"> ▪ To achieve inter-agency agreement, about a service model to implement the Youth Justice Strategy, and to have the model costed 	Completion of agreed model, with costing.	Draft model under discussion	<ul style="list-style-type: none"> ▪ Complete discussion / agreement about model – Sept 2002 ▪ Identify existing resources and identify additional resources required – Sept 2002 	A significant level of additional resources will be required to implement all aspects of the service model (<i>est</i> £1.9m)
Cross-sectoral working	<ul style="list-style-type: none"> ▪ To ensure that a wide range of potential providers of services have been made aware of the model ▪ To listen to the views of agencies about need/supply at local level 	<ul style="list-style-type: none"> ▪ Nos of workshops / information seminars held ▪ Nos of organisations consulted 	Initial consultations undertaken in each District Council area in May/June 2001, and via circulation of (draft) Children's Services Plan in Feb 2002	<ul style="list-style-type: none"> ▪ Organise workshops to publicize model – Nov 2002 	Resourcing to be accessed (Social Services Training Team)

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Taking Forward Community Safety	<ul style="list-style-type: none"> ▪ To influence the development of Community Safety Strategies in respect of children and young people ▪ To invite nominees from District Councils to Youth Justice SC 	<ul style="list-style-type: none"> ▪ Contacts / discussions with key personnel in each District Council ▪ Invitations to nominate members to join Sub-Committee issued, and responses received 	No baseline position	<ul style="list-style-type: none"> ▪ Consultation with District Councils about linkage with Youth Justice Sub-Committee 	Within existing resources
Provision of Additional Services	<ul style="list-style-type: none"> ▪ To prioritise areas of need for two additional services by Sept 2002 ▪ To have influenced the commissioning of at least two new services during the timescale of the Plan 	<ul style="list-style-type: none"> ▪ Nos of additional services identified and prioritised ▪ Nos of additional services provided 	Needs assessment is under consideration	<ul style="list-style-type: none"> ▪ Complete prioritization of need ▪ Identify available funding ▪ Develop criteria for considering applications 	To be accessed

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Maintenance of current services	<ul style="list-style-type: none"> ▪ To consider outcomes evaluation of current services ▪ To expand on service range available, where indicated by positive evaluation ▪ To take steps to identify funding via <ul style="list-style-type: none"> - mainstreaming and - further bidding to NIO and other possible funding streams 	<ul style="list-style-type: none"> ▪ Nos of young people currently engaged in Janus Project ▪ Nos of young people availing of NIACRO Mentoring ▪ Nos of young people positively engaged in School Counselling Project ▪ Terms of Reference provided for evaluation of each project ▪ Evaluations completed and analysed ▪ Clear service development plans, based on outcome evaluation 	5 services currently financed by allocation from NIO	<ul style="list-style-type: none"> ▪ Existing service to be evaluated, and funding decisions taken – May 2002 ▪ Assess financial environment – May 2002 	£200k currently available from NIO

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Measurement of Outcomes	<ul style="list-style-type: none"> ▪ Services commissioned to be required to establish outcome measurements ▪ Analysis of outcomes of Projects to be considered by Youth Justice Sub-Committee 	<ul style="list-style-type: none"> ▪ Outcome measures identified which are consistent with Sub-Committee's assessment of need 	This approach has been developed in some Projects	<ul style="list-style-type: none"> ▪ Outcome data to be included in protocol for approving Projects ▪ Yearly review of outcomes 	Within existing resources
Enhanced information / consultation capacity	<ul style="list-style-type: none"> ▪ To develop a preliminary system for regular monitoring of holistic needs of children and young people known to Youth Justice agencies, by Dec 2002 ▪ To establish and support a system to ensure regular consultation with young people, by Sept 2002 	<ul style="list-style-type: none"> ▪ Sub-Committee has 6 month report on key indicators of risk ▪ Sub-Committee has regular updates from members on new service developments and initiatives ▪ Sub-Committee has regular input from Young People's Reference Group 	Some Needs Indicators currently available	<ul style="list-style-type: none"> ▪ Children's Services Information Officer to carry out initial scoping exercise ▪ Initial reporting system to be established ▪ Reporting system to be enhanced ▪ Reference Group to be established 	Within existing resources

2.4 Children and Young People Ceasing to be Looked After

Strategic Objective: To develop a range of services, along the continuum set out in the Hardiker Model (1992), which will be available to children, young people and their families when children and young people cease to be Looked After and return to the care of their families, or make the transition from Care to live independently in their communities. This range of services should be needs led, based on the recommendations of the First Key Report, and the Leaving Care Bill, and be delivered within a wider Family Support Strategy.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Needs Assessment Report	<ul style="list-style-type: none"> ▪ To have developed an agreed and mandated Action Plan for implementation of recommendations of First Key Needs Assessment Report (which will identify further Key Result areas), by Sept 2002 	<ul style="list-style-type: none"> ▪ Action Plan completed and agreed by Sub-Committee ▪ Service Development priorities identified 	Report is currently in final (draft) form	<ul style="list-style-type: none"> ▪ Completion of First Key Needs Assessment Report by June 2002 ▪ Agreement about Action Plan and priority areas by Sept 2002 ▪ Dissemination discussion with relevant staff and agencies by Dec 2002 	<p>Report has been resourced</p> <p>Implementation Plan to be costed</p>
Baseline Audit in Sperrin Lakeland Trust	<ul style="list-style-type: none"> ▪ To be in a position to recommend an agreed and costed model for improving the delivery of Leaving Care Services in Sperrin Lakeland Trust by Dec 2002 	<ul style="list-style-type: none"> ▪ Recommendations completed and agreed 	Work scheduled to begin in May 2002	<ul style="list-style-type: none"> ▪ To complete a baseline audit of services in Sperrin Lakeland Trust and to have made recommendations about the design, composition, structure of a Leaving and After Care Team in Sperrin Lakeland Trust 	Service model to be costed. Audit has been resourced - £10k (from EPF funding)

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Enhanced employment and training uptake by young Care Leavers in WHSSB area	<ul style="list-style-type: none"> ▪ To demonstrate that training and employment opportunities for young Care Leavers in the WHSSB area can be enhanced through implementation of a mentoring service 	<ul style="list-style-type: none"> ▪ Nos of young people engaged ▪ Nos of training needs profiles completed, with Action Plans ▪ Nos of young people progressing towards agreed Action Plan ▪ % of target group of young people most in need who make progress ▪ Nos of volunteers, mentors, protected placements available ▪ Feedback from users (via user evaluation tool) 	Project has been established, and will be delivered through the Young Independents Group, Derry	<ul style="list-style-type: none"> ▪ To monitor the development of the Project through regular reporting from the Project Manager 	EPF Funding of £66k pa (3 years) available

2.5 Children in Need of Protection

Strategic Objectives:

- To ensure that children are protected from physical, sexual and emotional abuse and from neglect.
- To ensure that preventative services are co-ordinated in a way that the greatest impact and effect can be secured for the benefit of families in the Western area.
- To further develop an outcome based approach to child protection involving all Agencies.

In pursuance of the achievement of the above stated objectives, it will be necessary for the Agencies involved to continue to strive to attain a balance between promotional and safeguarding activities. It will also be important for users, both children and parents, to have a voice.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Risk Management Policy and Assessment Framework	<ul style="list-style-type: none"> ▪ To promote more effective assessment of need and risk through completion of analysis of strengths and weaknesses and the Assessment Framework Document by March 2003, taking into account the regional Risk Management Policy 	<ul style="list-style-type: none"> ▪ Review completed by Sept 2003 	<ul style="list-style-type: none"> ▪ Document being used as a tool for completing Multi-Disciplinary Comprehensive Assessments ▪ Limited capacity in-house to undertake Review 	<ul style="list-style-type: none"> ▪ Establish Framework Document Review Group (Sept 2002) ▪ Receive feedback on existing document (Sept 2003) ▪ Consider review recommendations with implementation plan 	Part-time Coordinator /Project Worker required to lead on this Review
Family Support Services	<ul style="list-style-type: none"> ▪ To increase the range of Support Services available to families involved in Child Protection, based on assessment of need (with outcome measurements). At least 2 priority projects will be identified by Sept 2002. 	<ul style="list-style-type: none"> ▪ Projects identified and outcome measures established ▪ New service occupancy rates to be assessed 	<ul style="list-style-type: none"> ▪ Directory of Family Support Services produced in Foyle and Sperrin Lakeland Trusts 	<ul style="list-style-type: none"> ▪ Links to be established with support initiatives being arranged through other departments ▪ Prioritization of 2 projects, and costings to be completed. 	To be completed pending prioritization

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Community awareness	<ul style="list-style-type: none"> ▪ To have sponsored at least 2 projects to achieve heightened community awareness of principles of 'Keeping Our Children Safe' by March 2003 	<ul style="list-style-type: none"> ▪ No of Projects completed ▪ No of Projects evaluated ▪ Nos of households involved ▪ Nos of organisations involved 	<ul style="list-style-type: none"> ▪ Community Education Sub-Committee has prepared draft strategy and is in the process of devising an Action Plan 	<ul style="list-style-type: none"> ▪ Promotion of Quality Standards in respect of Child Protection by funding organisations (process identified by Sept 2002) ▪ Provision of Family Support Information (through Health Visitors) to parents of newborn children (Feasibility Plan by March 2003) ▪ Development of ACPC Website 	<p>Within existing resources</p> <p>Within existing resources</p>
Outcome Focus	<ul style="list-style-type: none"> ▪ To have completed at least 2 of the identified steps towards the development of an outcome focused service in Child Protection, by March 2003 i.e. <ul style="list-style-type: none"> - Matching Needs and Services - Workshops for staff ▪ To have developed a Young Person's Reference Group by June 2002 	<ul style="list-style-type: none"> ▪ Nos of staff engaged ▪ Nos of staff workshops ▪ Baseline Needs Project completed ▪ Assessment Model agreed ▪ Reference Group formed ▪ Feedback from young people 	<ul style="list-style-type: none"> ▪ Needs Assessment Project has been agreed 	<ul style="list-style-type: none"> ▪ Commission Needs Assessment Project (March 2003) ▪ Workshops on outcomes for staff – to be scheduled by March 2003 ▪ Reference Group to be established by June 2003 	<p>Resourcing to be identified (costed at £30k)</p> <p>Resourcing to be identified within existing resources</p>
Identification of Aggregated Need	<ul style="list-style-type: none"> ▪ To have an enhanced reporting system to the ACPC by March 2003 	<ul style="list-style-type: none"> ▪ System for regular reporting available 	<ul style="list-style-type: none"> ▪ SOS CARE based information available in ACPC Annual Report 	<ul style="list-style-type: none"> ▪ Children's Services Information Officer to scope reporting system, in conjunction with all agencies by Feb 2003 	<p>Within existing resources</p>

2.6 Children with a Disability

Strategic Objective: To develop a range of services in the Western area, which build on children's strengths, provide integrated and linked services, involve those who use the services, support families and carers, and promote the rights of disabled children and young people.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Key Worker Model	<ul style="list-style-type: none"> ▪ To have established and agreed a key worker model, and to have a plan in place for the development of this model throughout the Western area, by March 2003. 	<ul style="list-style-type: none"> ▪ Feedback from parents ▪ Feedback from professionals ▪ No of Key Worker Schemes in place 	Some models have been considered (University of York, Family Information Group) No pilots undertaken	<ul style="list-style-type: none"> ▪ To review literature, evaluate existing models, and decide on the most appropriate one to pilot. ▪ To set up and implement key worker pilot study ▪ To consider and review lessons and recommendations from pilot ▪ To propose a plan for the wider development of a key worker service 	To be costed

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Framework for Assessment	<ul style="list-style-type: none"> ▪ To have put in place an agreed framework for assessment, which will enhance the capacity of professionals to consider the needs of every disabled child or young person, and the needs of their families, in a holistic integrated and consistent manner, by September 2003 	<ul style="list-style-type: none"> ▪ No of times agreed Framework has been used in assessment ▪ Feedback from parents ▪ Feedback from professionals 	There is no uniform approach to assessment	<ul style="list-style-type: none"> ▪ To consider and evaluate the multi-agency Assessment Framework Document (currently developed under the auspices of the Western Area Child protection Committee), with a view to its potential application for children and young people with a disability. ▪ To consider and evaluate the Care Management concept. ▪ To consider other approaches which seek to enhance coordination in assessment and delivery. ▪ To make recommendations about a uniform approach throughout the WHSSB area. 	Training / Development Budget to be identified

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Services at the time of diagnosis	<ul style="list-style-type: none"> ▪ To have developed services for parents at the time of diagnosis which are positively evaluated by at least 50% of a representative sample, by March 2004 	<ul style="list-style-type: none"> ▪ Feedback from survey of parents experiences 	No baseline	<ul style="list-style-type: none"> ▪ To consider messages from parents about their experiences ▪ To identify <ul style="list-style-type: none"> - what can be achieved by improved co-ordination of what already exists - what additional services are required ▪ To set up an implementation process ▪ To evaluate and consider the experiences of a representative sample of parents 	<ul style="list-style-type: none"> ▪ Training budget needs to be identified ▪ New service proposals to be costed ▪ Budget for evaluation project needs to be identified
Respite Care	<ul style="list-style-type: none"> ▪ To have considered proposed models for respite care provision which meet the expressed needs of children, young people, families and carers, and to have developed at least two new respite services throughout the Western Board area. 	<ul style="list-style-type: none"> ▪ No of additional respite places availed of by children and young people ▪ Feedback from parents / carers / families 	<ul style="list-style-type: none"> ▪ Models available in each Trust ▪ Limited range of models available in each Trust ▪ Business Case available in Sperrin Lakeland Trust ▪ No baseline 	<ul style="list-style-type: none"> ▪ To submit proposals for time out and short break provision in each Trust area ▪ To submit proposal for summer scheme provision in each Trust area ▪ To submit proposals for residential provision in each Trust area ▪ To submit proposal for fostering provision in each Trust area ▪ To identify / lobby for funding in order to implement above 	<ul style="list-style-type: none"> ▪ Models to be costed

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Transition Planning	<ul style="list-style-type: none"> To have considered the recommendations of the pending conference on Transition Planning, and agreed an appropriate Action Plan 	<i>(to be completed)</i>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> To be considered following conference 	<ul style="list-style-type: none"> Models to be costed
Integrated Information System	<ul style="list-style-type: none"> To have developed an improved and integrated flow of information about the needs of disabled children and their families, for use by families, at the time of diagnosis and at other key stages; for reference by professionals; and for informing planning and evaluation of service, by March 2003. 	<ul style="list-style-type: none"> Regular report available to Sub-Committee 	<ul style="list-style-type: none"> No coherent framework in existence in statutory sector for collecting and exchanging information There are a number of initiatives developed by voluntary agencies in respect of information for families The Disabled Persons Act has established a baseline for awareness training 	<ul style="list-style-type: none"> To consider a framework for providing appropriate and relevant information to families, at each key stage. To work closely with the Register of Children with a Disability Project, in respect of access to information about aggregated need and services - <i>ongoing</i> To establish a multi-agency database and reporting system, to improve monitoring of needs and services by March 2003. To develop training proposals to raise staff awareness of the information needs of families To develop a system for regular consultation with young people by Aug 2002 	Within existing resources

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Position Paper on Western Services	<ul style="list-style-type: none"> ▪ To have developed a Position Paper on Services for Disabled Children and Young People in the West, which will set out comparative need, and analyze comparative resourcing. This Paper will also develop thinking about organisational development, to ensure the themes emerging from Key Result Areas (1-6 – Key Worker, Framework for Assessment, Support at Diagnosis, Respite Provision, Transition Planning and Information) can be supported, by Sept 2003 	<ul style="list-style-type: none"> ▪ Paper completed and distributed to key managers 	<ul style="list-style-type: none"> ▪ Module 5 information now available ▪ No base line figures ▪ No proposals available 	<ul style="list-style-type: none"> ▪ Develop database on comparative need ▪ Undertake comparative analysis of resourcing of services in the West ▪ Consider structural / organisational issues in order to improve on integrated service delivery 	Within existing resources

2.7 Services For Children With Emotional, Behavioural, Psychiatric, and Psychological Needs

Strategic Objective: To develop services for children and young people with emotional, behavioural, psychiatric and psychological difficulties through improved monitoring and assessment of need; closer co-operation with Primary Care and other disciplines; establishment of enhanced services for children and young people with acute needs; promotion/strengthening of the range of options available to children and young people at other levels of need.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Services for children with acute needs	Enhance services for children and young people with acute needs by developing three new services and reducing waiting list times, within the timescale of this Plan. The targeted services are: <ul style="list-style-type: none"> ▪ 'high intensity' residential units ▪ specialist fostering ▪ In-patient beds 	<ul style="list-style-type: none"> ▪ Nos of children / young people referred to 'High Intensity Units' ▪ Nos of children / young people admitted to 'High Intensity Units' ▪ Feedback from professionals and analysis of outcomes ▪ Feedback from young people ▪ Nos of specialist foster placements created ▪ Nos of young people referred to specialist fostering ▪ Feedback from professionals re foster placement outcomes 	<ul style="list-style-type: none"> ▪ Some work in relation to 'The Cottage' unit in Harberton, Derry, has been done by Foyle Trust. Sperrin Lakeland Trust have undertaken to evaluate options for residential and non-residential services. ▪ Capital and revenue resourcing still needs to be identified within Phase 2 of 'Children Matter'. 	<ul style="list-style-type: none"> ▪ Support establishment of residential units / high intensity services for children and young people with complex needs in each Trust – <ul style="list-style-type: none"> (a) Foyle Trust to complete specifications re 'The Cottage' (b) Sperrin Lakeland Trust to complete appraisal and specification (c) Implementation Plan to be drafted. 	Not yet identified – to be accessed via 'Children Matter' Task Force
				<ul style="list-style-type: none"> ▪ Support establishment of a specialist fostering service for children with complex needs in each Trust area - <ul style="list-style-type: none"> (a) Each Trust to draw up service development proposals (b) Implementation Plan to be drafted 	£20k allocated to each Trust

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
		<ul style="list-style-type: none"> ▪ Nos of 'In-patient beds' available to Western Health and Social Services Board ▪ Bed occupancy ▪ Feedback from professionals re In-patient bed outcome 		<ul style="list-style-type: none"> ▪ Support development of additional 10 In-patient beds in Young Person's Centre in Belfast by establishing local protocols for referral and appropriate links to management and clinical direction ▪ Lobby for location of unit with additional 15 beds to be accessible to patients and families in the West. 	£1m available regionally
	Achieve reduction in Waiting Lists for Child and Adolescent Psychiatry	<ul style="list-style-type: none"> ▪ Monitoring of waiting lists in each Trust through regular reports, to demonstrate reduction 	<ul style="list-style-type: none"> ▪ Model for prioritization and caseload management to be agreed 	<ul style="list-style-type: none"> ▪ Trusts to have additional staff in place ▪ Trusts to have models for prioritization and caseload management piloted and assessed 	Funding allocation for additional staff Within existing resources

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Provision of preventative projects	Enhance the provision of preventative and early intervention projects by resourcing and evaluating at least 3 pilot projects during the timescale of this Plan. The priority projects will be drawn from: <ul style="list-style-type: none"> ▪ Mental Health Forums ▪ Behaviour Support Projects ▪ Threshold Project ▪ School Based Counselling Project (NSPCC-WELB) 	<ul style="list-style-type: none"> ▪ Nos of projects evaluated ▪ Feedback from Forum members ▪ Figures of Forum Meeting ▪ Outcome measures for each project to demonstrate effectiveness 	<ul style="list-style-type: none"> ▪ Forums in place in each Trust, but at different stages of development 	<ul style="list-style-type: none"> ▪ To consolidate the development of inter-agency Mental Health Forums in each Trust area by clarifying their mandate 	Within existing resources
			<ul style="list-style-type: none"> ▪ Evaluation of Behaviour Support Project under way 	<ul style="list-style-type: none"> ▪ To evaluate outcomes / issues emanating from Foyle Trust Behaviour Support Project 	£40k pa available
			<ul style="list-style-type: none"> ▪ Evaluation of Threshold Project under way 	<ul style="list-style-type: none"> ▪ To consider evaluation of Threshold Project in Strabane 	
				<ul style="list-style-type: none"> ▪ To develop a Threshold-type project in Sperrin Lakeland Trust 	£25k available
<ul style="list-style-type: none"> ▪ To consider evaluation of school based counselling project 		To be costed			

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Assessment of Need for new services	To carry out detailed evaluation and assessment of need in respect of 4 specific areas for service development during the timescale of this Plan. The following areas will be considered: <ul style="list-style-type: none"> ▪ Services to 16-18 year olds ▪ Self-harm presentations in acute hospitals ▪ ADHD ▪ Eating disorders ▪ Autistic Spectrum and Aspergers 	<ul style="list-style-type: none"> ▪ Service profiles to be completed in respect of 4 areas 	16-19 year old - initial scoping data has been accessed	<ul style="list-style-type: none"> ▪ To assess the current service provided to 16-19 year olds by Community Mental Health Teams in each Trust area (March 2003) 	Within existing resources
			Self-harm presentations - Foyle Trust have appointed a F/T member of staff to contribute to this project	<ul style="list-style-type: none"> ▪ To begin to analyze and evaluate current responses to children and young people who present in acute hospital settings as a result of deliberate self-harm 	Within existing resources
			ADHD - Baseline information not available	<ul style="list-style-type: none"> ▪ To develop a framework for assessing and managing referrals for ADHD 	Within existing resources?
			Eating Disorder - Baseline information not available	<ul style="list-style-type: none"> ▪ To begin to establish how the needs of young people with eating disorders are being met, and establish baseline information to inform the planning and delivery of service (in line with regional developments) 	Within existing resources
			Autistic Spectrum and Aspergers - Baseline information not available	<ul style="list-style-type: none"> ▪ To begin to develop a framework for assessing policy <u>re</u> diagnosis of Autistic Spectrum Disorder and Aspergers 	Within existing resources?

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Interfaces with other agencies	<ul style="list-style-type: none"> ▪ Examine interface with key disciplines / organisations, with a view to developing improved service coordination – in particular with Primary Care professionals and WELB service 	<ul style="list-style-type: none"> ▪ Protocols for sharing data established ▪ Feedback from professionals ▪ Protocols for improving coordination established 	Unclear	<ul style="list-style-type: none"> ▪ To examine referral position, in order to try to identify potential for improved coordination 	Within existing resources
Monitoring and assessment of need	<ul style="list-style-type: none"> ▪ Improve monitoring and assessment of need, including consultation with service users 	<ul style="list-style-type: none"> ▪ Regular reporting system, sharing agencies data sets, to be available to Sub-Committee ▪ Young Person's Reference Group meeting regularly with Sub-Committee ▪ Feedback from young people 	Some initial scoping work carried out	<ul style="list-style-type: none"> ▪ Agree key data sets to be accessed in order to improve monitoring and co-ordination, and develop reporting system ▪ Develop systems for regular consultation with young people ▪ Identify new data sets to be developed, including quality monitoring 	Within existing resources

2.8 Children and Young People Who Are Homeless

Strategic Objective: To coordinate and put in place development plans, through a partnership model of inter-agency working, in order to provide the range of housing provision and necessary support services which have been identified in the Children's Services Plan, and to continue to monitor the needs of children, families and young people who are vulnerable because of homelessness through statistical monitoring and consultation. The policy context of 'Supporting People' will be emphasised.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Partnership Model for Inter-Agency Commissioning	<ul style="list-style-type: none"> To develop a partnership model for inter-agency commissioning by revising the mandate and composition of the Homelessness (Children and Young People) Sub-Committee by June 2002 	<ul style="list-style-type: none"> Mandate agreed Revised Sub-Committee operational 		<ul style="list-style-type: none"> New mandate, with emphasis on service development, to be drafted and approved by WACYPC Membership of Committee, and position of Chair, to be revised. 	Within existing resources
'Supporting Families – Supporting Children' Report – Accommodation	<ul style="list-style-type: none"> To achieve progress in each of the four areas relating to accommodation outlined in the 'Supporting Families – Supporting Children' Report by March 2003 	<i>to be addressed and completed by revised Sub-Committee</i>			
'Supporting Families – Supporting Children' Report – Support Services	<ul style="list-style-type: none"> To develop new services and/or policies in order to implement five of the recommendations in 'Supporting Families – Supporting Children' in relation to support services 	<i>to be addressed and completed by revised Sub-Committee</i>			
Development Initiative for Young People	<ul style="list-style-type: none"> To achieve progress in relation to at least 50% of the menu of developmental initiatives requested from young people who are homeless 	<i>to be addressed and completed by revised Sub-Committee</i>			
Systems for regular monitoring of Need, including consultation	<ul style="list-style-type: none"> To develop an agreed system for regularly monitoring Need, featuring access to both statistical data and qualitative feedback from service users 	<i>to be addressed and completed by revised Sub-Committee</i>			

2.9 Information Support

Strategic Objective: To further develop the information base for Children's Services Planning, to achieve improved targeting of need, monitoring of supply and evidence of outcomes for children and young people.

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Information Support for each Sub-Committee	<p>To have</p> <ul style="list-style-type: none"> ▪ identified indicators which enable committees to monitor progress on their objectives ▪ sourced the required information from the various agencies involved in providing services for children/families ▪ worked with agencies to help devise information flows which meet requirements of CSP throughout the timescale of this Plan 	<ul style="list-style-type: none"> ▪ No of data items identified by Sub-Committee which have been sourced and made available ▪ No of regular reports on data monitoring available to Sub-Committee ▪ Feedback from Sub-Committee 	<ul style="list-style-type: none"> ▪ Some of the information / datasets required will not be readily available or collected by the agencies involved ▪ System currently in place to record a range of indicators of need on an annual basis 	<ul style="list-style-type: none"> ▪ Work with Chairs of Sub-Committees to identify information requirements. ▪ Liaise with appropriate agencies to determine availability or otherwise of information. ▪ Work with agencies to develop relevant information systems. ▪ Where information is available set up regular information flows. <p>Where possible automate information flows to reduce workload.</p>	Within existing resources
Needs Analysis Project	Contribute to at least two Needs Analysis Projects in relation to children in Need by March 2003	<ul style="list-style-type: none"> ▪ No of projects being developed 		<p>Projects to be undertaken:</p> <ul style="list-style-type: none"> ▪ Looked After Children ▪ Traveller Children ▪ 16-19 year olds referred to Mental Health Services 	Projects to be costed

Key Result Areas	Associated Objectives	How Measured	Current Position	Activity Plan 2002-2003	Resourcing
Database of Indicators of Need and Supply	To have developed and updated the Needs Indicators and Family Support Databases by Sept 2002	<ul style="list-style-type: none"> ▪ No of 'hits' on databases on Website ▪ Feedback from users ▪ Feedback from Sub-Committees 	<ul style="list-style-type: none"> ▪ An initial database of indicators has been developed. ▪ Acquisition of GIS System pending. 	<ul style="list-style-type: none"> ▪ Identify indicators which will highlight areas of need within WHSSB. ▪ Map these indicators to a low level, using a Geographical Information System. ▪ Make this data available to organisations providing family support via website and publications. ▪ Survey Family Support organisations and update entries currently held on the Family Support Database 	Within existing resources
Website development	To have demonstrated that the CSP Website has been widely accessed and that its potential has been extended during the year 2002-2003	<ul style="list-style-type: none"> ▪ No of website 'hits' in each site ▪ Consumer feedback 	<ul style="list-style-type: none"> ▪ First version of Website has been released 	<ul style="list-style-type: none"> ▪ Update Needs Indicators and population statistics currently held on website. ▪ Update Family Support Directory ▪ Work with Young Peoples Participation Group to Populate the Adult Free Zone within website. 	Within existing resources