

## PERFORMANCE MANAGEMENT PROJECT INITIATION DOCUMENT

*To be completed at the start of each project*

<b>Project Name</b>	<b><i>Review and Development of Children in Need Services to Black and Minority Ethnic Children and Families</i></b>
<b>Project Manager</b>	<i>Mohammed Jakhara, Project Manager, Children's Services</i>
<b>Project Sponsor</b>	<i>Sarah Davis, Head of Planning &amp; Partnerships</i>

<b>1</b>	<b>Aims/Objectives &amp; Main Outcome</b>	<i>The overall aims &amp; objectives &amp; key outcomes required</i>
<p>The aim of the project is to undertake a service review of CIN services to black and minority children and families and develop and implement an improvement plan.</p> <p>The outcome objectives of the review are to produce an assessment of:-</p> <ul style="list-style-type: none"> <li>- The accessibility and responsiveness of the children in need services to black and minority ethnic families and specifically the results of PAF indicator E45 for different parts of the service</li> <li>- The range of culturally appropriate services available to families using children in need support services</li> <li>- Service user satisfaction with services</li> <li>- The take up and outcomes of permanence plans for black and minority ethnic children compared with their peers</li> <li>- The range of options for placement matching for black and minority ethnic children</li> <li>- The improvements needed according to priorities identified through this review, and</li> <li>- The scope and content of the project plan required to act upon the findings of the review implementation.</li> </ul> <p>The process objectives are to:-</p> <ul style="list-style-type: none"> <li>- scope and develop a review methodology</li> <li>- set up a project team to carry out the review</li> <li>- undertake the review</li> <li>- work in an active learning and developmental way throughout the review so as to enable service change – supporting and developing staff ideas, skills, and resources in the process</li> <li>- maintain an active search for opportunities and resources along the way to support service developments</li> </ul>		

<b>2</b>	<b>Background Business Case</b>	<ul style="list-style-type: none"> <li><i>some background/history - description of why the change or development is needed</i></li> <li><i>what benefits will the project deliver for all its stakeholders at what cost</i></li> </ul>
<p>Our services to Black and Minority Ethnic (B/ME) Children and Families C&amp;F) have not been thoroughly reviewed since a 1998/99 cross service review. This and other reviews have looked at issues for B/ME C&amp;F and findings have suggested a mixed picture.</p>		
<p>For example:-</p> <ul style="list-style-type: none"> <li>- 1998 B/ME Service Review (above) found poor access to services for Asian disabled children, despite high levels of need and led to the setting up of a specific outreach team which has improved access and satisfaction</li> <li>- 1999 Fostering Review: found adequate placements for b/me CLA but we are now experiencing a growing lack of placements for new CLA entries and adoption placements</li> <li>- 2001 Sure Start Rosehill Delivery Plan Community Consultations: found the b/me population had a number of ideas for culturally responsive family support service that were not then available. The Sure Start delivery programme addresses these deficits for Rosehill but similar deficits must be an issue elsewhere</li> <li>- 1999/2000 Review of Care Leavers Services found care leavers reported poor support with their identity issues whilst in care – since then some training has been provided and a policy on bullying and racism has been implemented and the participation and consultation of all CLA has significantly improved. This does not extend on the whole to other CIN living in the community</li> <li>- The 2001 Best Value Review of Community and Family Support identified an over representation of black children in the family resource service, an under representation of Asian children in the whole service and an over representation of dual heritage children throughout the whole service. In response we want to develop culturally appropriate information and services to ensure accessible culturally appropriate family support services. This Review will support the ‘what’ of this plan.</li> <li>- 2002/3 BVR of CLA again identified a need for culturally appropriate placements, for training, information, resources, and support for workers and carers, and a need for better translation and interpretation services</li> </ul>		
<p>The Performance Indicator that measures take up of services (PAF E45) since the recent 2001 census suggests that the ratio of access to services is now marginally under performing for black and minority ethnic communities – but economic disadvantage indicators suggest that the B/ME need for services should be greater than the overall white population, indicating therefore that access barriers are even greater than measurements show.</p> <p>At the same time one group of B/ME children (mixed heritage African/Caribbean &amp; White boys) are over represented in CLA numbers, suggesting a failure to deliver responsive services to prevent entry to care</p>		

The department is aware of deficits in translation and interpretation in everyday communication and service delivery, and has not been able to identify the considerable resources needed to respond.

A multi agency planning group is looking at how to develop and resource a better interpreter service and this review would support that planning by identifying priorities.

The department intended to carry out this review in 2002/3 but other pressures delayed it to 2003/4. It will extend into 2005.

A consultation session with managers in C&F services on 12<sup>th</sup> November 2002 informed the issues that the review needs to address and suggested the adoption of an organic and developmental approach to the review, making changes as we go wherever possible. Managers felt that this would be an effective way to engage staff in professional development as well as in changing services.

<b>3</b>	<b>Description</b>	<ul style="list-style-type: none"> <li><i>what will the project do</i></li> </ul>
<p>The scope of the review is the CIN service including:-</p> <ul style="list-style-type: none"> <li>- reception service</li> <li>- assessment and care planning</li> <li>- family and residential placement services</li> <li>- family support</li> <li>- disabled childrens services</li> <li>- specialist services including childrens who are foreign nationals, asylum seeking families, deaf children and care leavers</li> </ul> <p>The scope will need to be broad and focused on the key issues rather than detailed in every area.</p> <p>The project will carry out a broad review of service user profile and needs, user access and satisfaction, service developmental ideas, staff profile, and training and support needs. It will review matching departmental and partner agency services and identify service gaps, communication and delivery process issues, and training and development needs of staff. It will scope best practice in other agencies, e.g. through the Beacon Councils</p> <p>In the course of the review, the project will identify and implement 'quick wins' in terms of opportunities for:-</p> <ul style="list-style-type: none"> <li>- staff development</li> <li>- service change</li> <li>- new funding</li> <li>- partnership development</li> </ul> <p>Finally the project will report findings and will provide a prioritised project implementation plan for actions needed in response after the review is complete.</p>		

<b>4</b>	<b>Project Deliverables</b>	<ul style="list-style-type: none"> <li><i>list the products which the project will create</i></li> </ul>
<p>Project Plan Baseline Data Consultation and Participation Programme for the Review Communication Strategy Interim and Final Review Reports Interim Service and Staff Developments where possible Implementation Project Plan</p>		

<b>5</b>	<b>Quality Control Plan</b>	<ul style="list-style-type: none"> <li><i>specify where the project reports to - at what intervals</i></li> <li><i>who are the key stakeholders and how will their interests be represented in the project structure</i></li> <li><i>what is the project structure - groups and roles (see model structure)</i></li> <li><i>specify individual responsibility, links to relevant operational teams</i></li> <li><i>specify any standards that must be satisfied</i></li> </ul>
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This project initiation document will be reported to Corporate Equalities Unit, and MECAC and their views taken into account.

The project will report via quarterly checkpoint reports to:-  
Social Services Childrens Services Core Group  
Member for Social Care

The final report and implementation of findings project plan will be reported into the political process in the normal way including MECAC.

Quality Control will be assured by:-

- the consultation and participation of stakeholders in the review
  - o staff
  - o B/ME service users
  - o agency partners
  - o B/ME voluntary sector
- reference to SSI and CRE quality standards for CIN services to B/ME communities
- use of an external consultant to advise on process and content
- the reporting arrangements

The project structure will consist of:-

- Project sponsor: Sarah Davis, Head of Service Planning & Partnerships
- Project manager: Mohammed Jakhara, Project Manager, Planning & Partnerships
- Project team including representatives from: Family Support, Fostering & Adoption, Disabled Children's Service, Children's Residential Service, CAMHS, Health, Youth Service, Rosehill Sure Start.

**6 Specific measurable outputs, targets & outcomes required**

- *specify the key quantitative outputs or targets which will enable monitoring of project progress/completion against the plan*

<i>Outcomes</i>	<p>Relevant indicators of the accessibility, responsiveness and effectiveness of the service to black and minority ethnic children and families are:-</p> <ul style="list-style-type: none"> <li>- PAF E45 (measure of equivalent access) across family support, assessment and care planning, disabled childrens services, carers assessments, direct payments</li> <li>- Comparative rates of child protection registration, de-registration, and outcomes of registration</li> <li>- Children Looked After entry and exit rates</li> <li>- effectiveness in relation to the outcomes for individual children (measured by PAF A1, A2, A4, C18, C19) encompassing the equality of outcomes for children in relation to permanence via restoration, adoption, kinship support/placement; and in relation to the education, training, and employment outcomes of children looked after and care leavers</li> <li>- comparative adoption timescales from 4/12 review to placement</li> <li>- satisfaction with quality by service users</li> </ul>
<i>Outputs</i>	<ul style="list-style-type: none"> <li>- This Project Initiation and Plan Document</li> <li>- Communication and information Strategy</li> <li>- Baseline Information Analysis including access rates</li> <li>- Consultation Strategy</li> <li>- Assessment of views of black and minority ethnic communities towards children in need services</li> <li>- Assessment of profile of social care staff delivering children in need services &amp; their training and support needs in relation to B/ME service provision</li> <li>- Assessment of SSD and other relevant children in need support services available in Derby and available to black and minority ethnic children looked after away from Derby</li> <li>- Review of excellent services in Beacon Councils</li> <li>- Consultation Results – satisfaction, needs, service gaps</li> <li>- Map of Needs and Matching Services, and service developmental requirements</li> <li>- Differential Impact of Policy and Strategy Assessment (Race Relations Amendment Act) Report</li> <li>- Quarterly Checkpoint reports against plan</li> <li>- Principles and Policy for B/ME service delivery in C&amp;F</li> <li>- Review Outcomes – Project Implementation Plan</li> </ul>
<i>Timescale – see 10</i>	

<b>7</b>	<b>Project Team</b>	<ul style="list-style-type: none"> <li>• <i>highlight key people &amp; responsibilities</i></li> </ul>
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Project Sponsor: Sarah Davis

Project team including:-

- Project Manager – Mohammed Jakhara
- Information analysis support – Chris Newton
- Operational manager/staff leads – Sarah Mcloughlin
- B/ME staff
- Union representative
- B/ME Service User/Carers
- Social Services Workforce Learning & Development Representative
- Corporate Neighbourhood Strategy representative – Jenny Applby
- Education Service link
- External/Voluntary Sector Agency/ies member/s - CAMHS
- Equalities Standards Task Group
- Personnel Representative to be invited as necessary

## 8 Key Stakeholders

*Black and minority ethnic Service Users - Children and Young People and their parents, carers, and families*  
*Black and minority ethnic communities in Derby and their representatives*  
*Children in Need service staff and managers*  
*Members responsible for health and social care and youth inclusion and support leadership and relevant members of overview and scrutiny commissions*  
*Other agencies – statutory and voluntary - supporting black and minority ethnic children and families*

## 9 Resource Requirements

- quantify overall resources and specific budgets to be used - in each financial year of the project (money, people, development support etc)

Project team time

**Opportunity costs**

Resources for consultation and participation including venues, refreshments, **£5,000.00**

Interpretation and translation and signing **£1500.00**

**Total additional costs £6500.00**

<b>10</b>	<b>Project Plan &amp; Timetable (with key milestones)</b>	<ul style="list-style-type: none"> <li>describe the key stages and dates by when each stage will be complete showing how specific deliverables are allocated to the relevant stage</li> <li>show any critical time links with other projects</li> </ul>
	<i>December 2004</i>	<i>Consultation and Sign Off of Project Initiation and Plan Document</i>
	<i>January 2005</i>	<i>Project team begins work</i> <ul style="list-style-type: none"> <li>Communication &amp; Consultation Strategy</li> </ul>
	<i>March 2005</i>	<i>First stage outputs</i> <ul style="list-style-type: none"> <li>Quarterly Checkpoint report</li> <li>Baseline Information Analysis against indicators</li> <li>Assessment of profile of social care staff delivering children in need services &amp; their training and support needs in relation to B/ME service provision</li> <li>Assessment of SSD and other relevant children in need support services and support networks available in Derby and available to black and minority ethnic children looked after away from Derby</li> <li>Assessment of views of black and minority ethnic communities towards children in need services via scanning other national and local consultation reports</li> <li>Review of excellent services in Beacon Councils</li> </ul>
	<i>End May 2005</i>	<i>Interim results stage</i> <ul style="list-style-type: none"> <li>Quarterly checkpoint report</li> <li>Consultation Results – service user satisfaction, needs, service gaps</li> <li>Map of Needs and Matching Services, and service developmental requirements</li> <li>Differential Impact of Policy and Strategy Assessment (Race Relations Amendment Act) Report</li> <li></li> </ul>
	<i>End Sept 2005</i>	<i>Report stage</i> <ul style="list-style-type: none"> <li>Final results feedback to staff and implementation of further 'quick wins'</li> <li>Project Outcomes Report</li> <li>Principles and Policy for B/ME service delivery in C&amp;F</li> <li>Project Outcomes Implementation Plan</li> </ul>
	<i>End November 2005</i>	<i>Management and Political Sign-Off to outcomes implementation plan</i>



<b>11</b>	<b>Key Links / Dependency</b>	<ul style="list-style-type: none"> <li>• <i>With other projects internal &amp; external</i></li> </ul> <p><i>Departmental Equality Action Plan and Customer Care Strategy</i>  <i>Corporate Race Equality Scheme</i>  <i>Neighbourhood Renewal Strategy</i>  <i>Local Preventive Strategy for Vulnerable Children</i>  <i>Childrens &amp; Health Inequalities Local Delivery Plans</i>  <i>The Integration Change</i></p>
<b>12</b>	<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• <i>analysis of possible issues and contingency requirements</i></li> <li>• <i>this needs to include consequences and other project knock on issues</i></li> </ul> <p><i>There is a problem of differential quality and impact towards C&amp;F CIN Services on B/ME C&amp;F to be resolved</i>  <i>Engagement of potentially cautious stakeholders possible</i>  <i>Process will deliver results</i>  <i>Findings can be translated into actions/resource shifts and changes</i></p>
<b>13</b>	<b>Risks</b>	<ul style="list-style-type: none"> <li>• <i>analysis of possible issues and contingency requirements</i></li> <li>• <i>this needs to include consequences and other project knock on issues</i></li> </ul> <p><i>Raising expectations and increasing mistrust if unable deliver</i>  <i>Continuing project drift because of pressures in Planning &amp; Partnerships and in Childrens Services</i>  <i>Inability to resolve conflicts and different perspectives as to what is culturally appropriate and good enough standards for services</i>  <i>Credibility of process with stakeholders</i>  <i>Lack of Representation from BME staff on the project team</i></p>
<b>14</b>	<b>Constraints</b>	<ul style="list-style-type: none"> <li>• <i>key constraints on the project to be managed</i></li> </ul> <p><i>Time &amp; resources &amp; expertise to deliver a good enough process</i>  <i>Capacity for operational staff and partners agencies to engage in the review</i></p>
<b>15</b>	<b>Contingencies</b>	<ul style="list-style-type: none"> <li>• <i>how assumptions, risks and constraints are to be managed</i></li> </ul> <p><i>Clarify support resources ( money, people time ) before project begins</i>  <i>Good communication with all stakeholders throughout.</i>  <i>Focus groups, events, management &amp; team meetings, visits to local forums &amp; groups will be used to address any shortfalls in the project team.</i>  <i>Use quarterly checkpoint reports to staff, managers, members, overview &amp; scrutiny, MECAC, DPAC &amp; WAC to support discussion and resolution of significant issues/different views as they arise</i></p>

<b>15</b>	<b>Strategic Fit</b>	<ul style="list-style-type: none"> <li>• <i>where/how does this project fit to departmental medium and long term strategic objectives</i></li> <li>• <i>where/how does this fit with corporate priorities</i></li> <li>• <i>where/how does this fit with national priorities</i></li> </ul>
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**National:**

- Race Relations Amendment Act
- Equalities Standards for Local Government
- Stephen Lawrence enquiry report
- Excellence Not Excuses report (SSI)

**Corporate Theme: A Fairer Society**  
**Corporate Priority and Objectives:**

- Improving Children and Young People's Prospects through
  - o Improved Attainment;
  - o Increase care leavers achievements and education and employment opportunities;
  - o increased use of adoption and placement stability.
- Improving Life Chances for disadvantaged people and communities through
  - o improved attainment;
  - o reduce impact of social and health issues on access to education;
  - o reduce health inequalities;
- Enable People to live the independent life they choose, through
  - o Improved service to carers
  - o Equality & Diversity Policy
  - o Customer Services Standards

**Corporate Values:** Listening and Responding; Promoting equality of opportunity and celebrating diversity; valuing our employees; Challenging what we do and seeking help to change and improve  
 (Source: Corporate Plan 2003-6)

**Departmental:**  
**Strategic Theme:-**

- Increase responsiveness of services to user needs

**Departmental Priorities:-**

- support more children and families in the community

<b>Project Approved</b>	
<b>Project Sponsor</b>	
<b>Date</b>	

