

**Aiming High for Disabled Children: Short Breaks
Transformation Programme**

DELIVERY PLAN

□ □ **WIRRAL**

OUR VISION:

We will transform the opportunities for short breaks available for disabled children, young people and their families in Wirral, to ensure families experience flexible and helpful support which supports them to lead ordinary family lives.

This will be done through increasing the amount, range, choice and quality of activities and/or breaks, including specialist provision and support and by improving access to services and activities available to all children, young people and families, and by actively promoting their social inclusion.

Fundamental to this transformation is a change in attitudes and practice in a wide range of services and organizations. We will work with stakeholders to promote inclusion as a responsibility of all services, including universal services, specialist disability services and families themselves.

We will be family, child and person centred in our approach, promoting greater creativity and flexibility in planning, provision and service delivery to ensure that short breaks provision meets the needs of families, children and young people.

KEY ROLES

Role and Responsibility within this Plan	Title	Person
Core Team members		
Aiming High Short Breaks Programme Lead with TDC	Service Manager CYPD	Clive Groves
PCT Lead – Leading Complex Health activity / commissioning and workforce Operational Lead	Childrens Integrated Service Manager	Rosemary Curtis
	AHDC Project Manager	Dawn Tolcher
Project Team Members	Inclusion and Development officer <ul style="list-style-type: none"> • Specialist services • Universal Services 	Louise Midwinter (Seconded) To be advertised
Key Support Personnel		
Support in Commissioning activity	Contracts Manager	Alison Abraham
Supporting specialist service redesign	Residential Manager	Debbie Kewley
Supporting Direct Payments redesign	Direct Payments Co-ordinator	Lois Snow
Workforce Strategy Lead	Training Manager CYPD	Huw Wilkie
Engagement Leads	Inclusion Manager SEN Partnership Manager	John Williamson Tricia Moroney

1. Engagement with parents and disabled children and young people.

Overview of approach:

The engagement of parents, carers, disabled children and young people in the development of short break services and opportunities is underpinned by a strategic approach developed by Wirral Children's Services over a number of years. 'The Valued Partners Charter' is a consultation and service information framework for parents and carers of disabled children and young people. The aim of producing this charter was to lay out a set of guiding principles to support all partner agencies in the process of working with parents and carers who use services for children, and to enable their effective participation in service development and decision making. The charter is to be reviewed in March 2009 and with a view to increasing support to parents with leadership of the Forum.

The Wirral Family Consultation Forum is the primary vehicle for engaging with parents and carers of disabled children and was formally launched in May 2006. The Family forum has links with the Parent Support Group Forum and together they contribute to the parents and carers AHDC working group. The aim of Wirral C&YPD and the PCT is to support the further development of these forums and parent and carer representation on all the AHDC planning sub-groups. In addition a number of consultations regarding the short breaks transformation programme have taken place and there was recognition for the need for ongoing involvement.

A bi-monthly newsletter informs parents & carers of ongoing developments & feedback from consultation events.

'The Charter of Participation' was developed in 2006, by Wirral Children and Young People's strategic partnership.

The aim of the Charter is to ensure that policies and standards for the participation of children and young people are in place and provide opportunity for planning opportunities for children and young people to participate in decisions that affect their lives. Using this as a framework, a clear strategy will be developed across the strategic partnership to involve disabled children and young people in the short breaks transformation programme. As part of this the forum for disabled young people 'We R able 2' will be reviewed and an action plan agreed to further develop and strengthen this forum. A number of consultations have taken place with children and young people, in schools. Further events are being planned, to incorporate consultation as part of 'fun days'. A regular newsletter will be produced for children & young people. A Communication Strategy has been developed which will be taken forwards by the Engagement and Involvement Sub Group.

Section 1 – Engagement with parents and disabled children and young people

Action	Responsible	Completion date	Status
1.1 Disabled children and young people have a route through to shaping short breaks development			
An Engagement group will be formed to take forwards consultation with both parents and young people, support will be sought from S< / CAMHS /SESS in the structuring of activity around young people	Service Manager CYPD	March 2009	Terms of reference and group membership have been confirmed
In line with the five charter principles of the Charter of Participation we will develop a plan for the full involvement of disabled children and young people, including those with limited communication. This will link with the workforce strategy re communication skills. The Engagement Group will be tasked to confirm a detailed programme for young people with LDD.	Service Manager CYPD	March 2009	Terms of reference and group membership have been confirmed
A Inclusion and Development officer will be appointed to support children and young people's involvement and the development of the 'We R able 2' group, including working with children, young people & schools in identifying alternative communication methods and support where appropriate.	Service Manager CYPD	March 2009	Seconded member of staff now fulfilling these responsibilities Job description being drafted.
The 'We R able 2' group will be further developed & supported to engage children & young people in the short breaks transformation programme, and supported to develop a newsletter for children & young people.	Service Manager CYPD	March 2009	Seconded member of staff developing further consultation activity – with a task group
The short breaks transformation programme will be promoted in schools and opportunities developed for children & young people to be involved. Disabled children & young people in mainstream schools will be targeted and enabled to participate through a range of	Inclusion and Development officer	April 2009	Seconded member of staff developing further consultation activity – with a task group

mechanisms, including fun events, newsletters & feedback opportunities.			
Children & young people will be involved in producing regular newsletters, & feedback on progress.	Service Manager CYPD	March 2009	Task identified within Draft Communication Strategy
Further work will be undertaken to seek further views from young people regarding the range of activities they would want from within the Full Service Offer	Project Manager	Feb 2009	Task identified within Draft Communication Strategy
1.2 Family involvement in developing short breaks is evidenced through their key involvement in decision making regarding commissioning and decommissioning of services			
The Wirral Family forum is holding an event in March 2009 to explore ways and mechanisms for engaging with more families, particularly working parents, those from BME & traveller communities, and parents with disabilities themselves.	Service Manager CYPD	March 2009	Consultants engaged to facilitate the day
The Wirral Family Forum is running a Networking Event in February 2009 to stimulate working across Parent Support Groups, and to revitalise this part of the Forum	Parent Support Co-ordinator	February 2009	Done – report to be concluded / actions feedback to Forum
The Family forum will lead a review of ‘Valued Partners’ (parent and carers charter) in April 2009, seeking to engage with parents and carers of disabled children across Wirral.	Service Manager CYPD	March 2009	Consultants engaged to facilitate the day
The AHDC Engagement working group will act as a link from services to other parents and carers, to develop further involvement using a range of approaches, focusing on involvement in decision making and short break developments.	Service Manager CYPD	March 2009	Terms of reference and group membership have been confirmed
A parent and carer training programme has been commissioned and will be piloted over 8 weeks, beginning Feb 09. The programme will seek to respond to the training needs of parents and carers and focus on communication	Service Manager CYPD	March 2009	Consultants engaged to facilitate the programme

skills, developing confidence and working in partnership. The programme will be open to all parents and carers of disabled children, seeking to develop skills to ensure full involvement in service development and decision making processes. The programme will be delivered 4 times in 2009/10 and will include training of parents as trainers to deliver the programme year 2 onwards.			
Parents and carers involved in the LDD Strategy and AHDC Groups will be invited to participate in the recruitment and selection of the short breaks project manager in February 2009.	Service Manager CYPD	February 2009	Done – parents will be engaged in further appointments
Services for parent support and SEN parent partnership have been drawn together between the Council and PCT - tendering will be completed in February 2009 with a view to new service being in place for July 2009	Service Manager CYPD	May 2009	Tendering complete – Engagement Group will facilitate new provider arrangements
1.3 There is a clear communication strategy for dissemination of information regarding short breaks services for parents and carers			
Communication strategy in development and responsive to changing issues of parents, carers, children & young people. The strategy includes identifying key messages & information for parents & carers; mechanisms for feedback; ongoing involvement of parents, carers, children & young people.	Service Manager CYPD	March 2009	Terms of reference and group membership have been confirmed for Engagement Group – who will confirm action plan
Provision & funding of a parent & carer bi-monthly newsletter as part of communication strategy	Service Manager CYPD	March 2009	Task identified within Draft Communication Strategy
Website development re specific information on provision and activities for disabled children and families. This will link with FIS strategy & One Stop Shops to include specialist knowledge of disability issues.	Service Manager CYPD	March 2009	Task identified within Draft Communication Strategy

2. Provision

Please use this section to set out how you wish to develop short break provision in your area. The overview section should be used to explain your overarching strategy to providing a range of provision in keeping with the FSO and utilising the funding being made by Government. The tables below enable you to tell us about the key tasks, milestones and targets associated with this strategy.

Overview of Approach:

The key focus is to promote “fair access to support” for all disabled children and young people that is based on their needs and their family needs. This will include:

- Providing clear points of access to support
- The development of a resource centre at Willow Tree which will be used for staff training, parent/care training, awareness raising, parent and family groups and activities, access to information and resources
- To extend the role of universal services and build capacity to provide more varied short breaks to families and fun activities for disabled children and young people
- To develop an independence facility which can be used by young people to develop their independent living skills and to have supervised sleepovers with friends
- To specifically review specialist residential and family support services to increase the level of home based supports for young people with ASD and complex challenging behaviours
- To lessen dependency on residential based models of care in favour of more integrated support packages which incorporate these services in a more family centred manner
- Develop fun activities for disabled children and young people

This approach will be developed through a “hub and spoke” model with the current residential units (Rosclare and Willow Tree) remodelled to operate at the hub where all short break activity is co-ordinated and planned. Willow Tree will also be used as resource centre and Rosclare will develop a provision for young people for learning independence on having fun breaks. The centres will “house” a short breaks team who will provide residential care, care in family’s own home, emergency/urgent care and a team of support workers and enablers working out in the communities.

The hub and spoke model is used to enable universal provision to develop its provision to support more disabled children and young people to access support and to provide specialist provision where needed.

Short breaks eligibility criteria to be reviewed (section 4) and new criteria to be published for all parents and carers to access.

Section 2 – Provision

Action	Responsible	Completion date	Status
2.1 Residential overnight stays			
Working group of Council / PCT, parents, young people and short breaks team to oversee the increase range and choice of specialist provision	Service Manager CYPD	March 2009	Terms of reference and group membership will be confirmed before 24/2/09
To conduct a formal review of specialist provisions at Willow tree / Rosclare / Family Support.	Service Manager CYPD	March 2009	Terms of reference for review to be confirmed with CYPSP Board March 13
To develop these staff team to extend the capacity of the support workers in working with young people and promoting independence. (Links to workforce strategy)	Residential Manager	July 2009	Workforce Strategy Group has now been formed
To extend family support staff teams working with young people in the home	Service Manager CYPD	March 2010	PCT Report dates to be confirmed
To develop the short break teams to support friendship groups of young people wishing to stay away from home	Residential Manager	March 2010	Will form part of scoping of the review model
To develop overnight provision at Rosclare residential unit as part of a further realignment of services.	Residential Manager	July 2009	Work in progress
To confirm plans to establish a young people's independence facility for individual or groups of young people.	Residential Manager	July 2009	Will form part of scoping of the review model
To develop a Aiming High Short Breaks Project team lead by the Short Breaks Project Manager based at Willow Tree to take a lead on supporting breaks for disabled children	Service Manager CYPD	March 2009	Further recruitment planned CYPSPB

including health and support needs with complex health needs ie to develop a short breaks team that is the hub at the centre of the model.			
To ensure an effective link with Continuing care team to provide health support on 24/7 basis for young people to be able access Contract carer / residential / other community based activity.	Service Managers CYPD & Wirral NHS	March 2009	Terms of reference and group membership will be confirmed before 24/2/09
Working group of PCT, parents, young people and short breaks team to explore possible ways of increasing range and choice within provision	Service Managers CYPD & Wirral NHS	March 2009	Terms of reference and group membership will be confirmed before 24/2/09
To establish the need/demand for overnight stays in hospices for children and young people with life limiting conditions and/or palliative care needs, and working links between service providers	Service Managers CYPD & Wirral NHS	March 2009	Terms of reference and group membership will be confirmed before 24/2/09 Meeting arranged for 24/2 with Hospice
2.2 Family based overnight stays			
Commission contract carer scheme to provide care during family breaks e.g. holidays . Targeted to young people with ASD / complex health. Ensure the contract carer scheme will also provide care in family's own home.	Service Manager CYPD	March 2009	Commissioning brief to be confirmed with CYPSP Board March 13
Review the best commissioning arrangements for foster care / short breaks provision (in house / externalisation)	Service Manager CYPD	March 2009	Commissioning brief to be confirmed with CYPSP Board March 13
Develop fostering provision to include short break foster carers through the provision of a Development Worker post. Foster carers will provide short periods of care in their own	Service Manager CYPD	March 2009	Commissioning brief to be confirmed with CYPSP Board March 13

home to disabled children. They will provide overnight, weekend and or holiday stays in family home as required			
2.3 Family based or individual day care			
Develop/commission a home based sitting service that families can access through direct payments or self funding	Service Manager CYPD	March 2009	Commissioning brief to be confirmed with CYPSP Board March 13
To develop the short breaks team to include a wider workforce that is able to provide support workers to support individual children and young people or groups of children and young people to go for trips out/days out.	Service Manager CYPD	March 2009	Commissioning brief to be confirmed with CYPSP Board March 13
2.4 Group based short breaks provided during the day through specialist provision (individual or group – financially supported by short break service)			
Work with special school heads to extend provision out of school hours to all disabled children including those not on the roll of the special school. Provision to include weekends and evenings. Link access to provision with transport strategy, workforce strategy, Youth and Play Strategies and the Extended schools strategy.	Service Manager CYPD	March 2009	Developing Inclusive Provision Group will be set up Terms of reference and group membership will be confirmed before 24/2/09
Commission further specialist and inclusive leisure, play and social activities at weekends.	Service Manager CYPD	March 2009	Developing Inclusive Provision Group set up Commissioning brief to be confirmed with CYPSP Board March 13

2.5 Short breaks provided during the day through non-specialist group based provision (individual attendance purchased by short break service)			
Project Manager of the short breaks team will have responsibility for organisational aspects and training of the new staff team. The short breaks team will need to be developed and it is envisaged that it is likely to include: educational assistants, learning mentors, school support staff, nursery nurses and others. The skills of non-specialist team will be built to respond to the needs of disabled children, young people and their families.	Project Manager	July 2009	Workforce Strategy Group has now been formed Audit of need to be conducted
Work with extended school managers to extend provision out of school hours to all disabled children. Provision to include weekends and evenings, after school clubs, breakfast clubs and activity based provision. Link access to provision with transport strategy, workforce strategy and the extended schools strategy. Short breaks team to work with schools to develop provision and provide support for individual children to access the provision, train existing staff to respond to needs of individual children. All children and young people who have an identified need and meet revised eligibility criteria to be funded to access provision.	Project Manager	July 2009	Developing Inclusive Provision Group set up
Work with staff and managers within universal services to extend provision during weekends and evenings to all disabled children. Link access to provision with workforce strategy. Short breaks team to work with providers to develop provision and provide support for individual children to access the provision, train existing staff to respond to needs of individual children.	Project Manager	Sept 2009	Developing Inclusive Provision Group set up
2.6 How will you support access to non-specialist group based provision?			
Link with extended schools plan/workforce strategy/ transport plan to facilitate access to after school and pre-school	Project Manager	July 2009	Developing Inclusive Provision Group set up

provision and make it accessible to all disabled children and young people. Work with extended school managers to develop services and increase inclusion. Provide additional funding and additional specialist equipment where needed to support inclusive provision.			
To work with extended school team to develop after school care for children and young people from the age of 11 years in the borough's secondary schools. To provide seed funding to establish provision.	Project Manager	July 2009	Developing Inclusive Provision Group set up
To work with providers of holiday schemes to expand provision to include children and young people over the age of 11 years and to promote inclusion of all disabled children. Provision of funding to support this change, training awareness, specialist training (link to workforce strategy) e.g. by community nurses and equipment. To provide seed funding to establish provision.	Project Manager	July 2009	Developing Inclusive Provision Group set up
To work together with parents to review current provision of out of school care pre and post 11 to develop inclusive provision.	Project Manager	Sept 2009	Developing Inclusive Provision Group set up
Enable disabled children to access extended school services through local schools by including them in the extended schools planning.	Project Manager	July 2009	Developing Inclusive Provision Group set up
Developing Inclusive Provision Working Group to review access and use of universal leisure and social activities. Short breaks team to act as "enablers" to work alongside existing staff to support a child or young person to access provision. The "enabler" will train up staff and ensure appropriate support mechanisms are in place.	Project Manager	July 2009	Developing Inclusive Provision Group set up

Short breaks team to act as “enablers” to work alongside existing Play and youth services staff to support a child or young person to access provision. The “enabler” will train up staff and ensure appropriate support mechanisms are in place.	Project Manager	July 2009	Developing Inclusive Provision Group set up
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3 Direct Payments

While the Government is keen to promote the use of direct payments, local authorities should not presume the market will automatically meet parents' needs without support. The Government expects the range of provision set out in the FSO to be available in all cases, and where direct payment take up is high - this may require the local authority to be proactive in supporting the market to make sufficient provision to meet independent demand. This section should set out how direct payments will be promoted, take up increased, and their use effectively supported and managed.

Overview of approach:

We have a well established support scheme established with a private sector organisation (to provide advocacy and employment support) ; who work in partnership with our Direct Payment co-ordinator in offering support to people using the scheme. It is now recognised that to increase take up of Direct Payments further work is now required to promote the benefits of the scheme to new parents, and with key professional groups. The scheme maintains close links with the Department of Adult Services in that young people who will be eligible for support into adulthood should experience a consistency of approach. Within the personalisation agenda a pilot project is being run over the next 3 months in relation to Individual Budgets, this will include several young people in transition.,

We have held several workshops in 2009 with parents using the scheme to look at the support package offered by the scheme. An extensive information package has been developed ready for launch which together with the practical support being offered by the Co-ordinator should boost parental confidence, and their preparedness to promote the benefits of controlling your own support. Parents have identified the need for improved arrangements to support in the recruitment of personal assistants – and we will be considering with our support service how this might be best commissioned. We will also review training arrangements. Our intent is to increase access to Direct Payments to a wider group of children and young people – especially young people with social communication difficulties and sensory impairments. We will also be considering how with the increased use of CAF we may make Direct Payments available for these 2 groups of young people in particular.

Take up rates for the service have stalled over the last 2 years, and it is recognised specific work will be required to :

- Target young people at 16 – there are currently no young people who receive payments in their own right
- Extend the groups of disabled young people who have previously taken up payments ie young people with social communication difficulties
- Improve support arrangements – including information, support with recruitment , payroll and inland revenue
- Increase promotional activity to confirm the benefits of Direct Payments
- Commission activity which supports parents in their recruitment of personal assistants Direct Payment

Section 3 – Direct payments/ Individualised budgets

Action	Responsible	Completion date	Status
3.1 Measures to promote the take up of direct payments			
Aiming High Newsletter to include article bi -annually	Project Manager	On going	To be scheduled
Schedule for Awareness raising session – across SESS / District Teams / Parent information events / Parent groups / schools	Project Manager DP Co-ordinator Support scheme workers	On going	To be scheduled
Confirm budgetary provision within programme to increase take up rates from 150 families in 2009 / 175 families in 2010	Service Manager	March 2009	Commissioning brief to be confirmed with CYPSP Board March 13
Targeted workshops for young people and parents to explore how young people 16 + can be supported	Project Manager DP Co-ordinator Support scheme workers	Sept 2009 and ongoing	To be scheduled
3.2 Measures to support the take up of direct payments			
Publication of the information pack / production of CD	DP Co-ordinator Support scheme workers	July 2009	To be scheduled

Quarterly Parent workshops	DP Co-ordinator Support scheme workers	Ongoing	To be scheduled
Awareness raising schedule Parent groups / schools	Project Manager DP Co-ordinator Support scheme workers	Ongoing	To be scheduled
Targeted support to increase numbers of parents submitting on line IR returns	DP Co-ordinator	Ongoing	To be scheduled
Review of payroll support options available to parents	Project Manager DP Co-ordinator	July 2009	To be scheduled
To work with Parents Support Groups to explore processes for pooling payments and personal assistant recruitment	Project Manager	July 2009	To be scheduled
To confirm with DP parents support group best methods for commissioning personal assistant recruitment activity	Project Manager	April 2009	To be scheduled
3.3 Clear evidence that LA has engaged with local providers to ensure the market supports choice			
Provider commissioning event) to stimulate market to ensure increased availability of trained workers available to offer support / and favourable market rate for parents.	Service and Project Manager	March 2009	Scheduled 10/3

Review IB pilot within DASS, seek to establish regional learning set with TDC support	Service and Project Manager	July 2009	To be confirmed with CYPSP Board March 13
Confirm project plan for launch of IB pilots within CYPD	Service and Project Manager	Oct 2009	To be confirmed with CYPSP Board March 13

4 Features of Provision

This section focuses on how the provision you wish to see developed will meet the needs of those currently under provided for, and how it will meet other requirements set out in the Full Service Offer (4.7 - 4.8 below).

Overview of approach:

This section describe our over-arching approach to meeting the needs of:

- Group A - Children with autism spectrum disorder and/or challenging behaviour as a result of their impairment;
- Group B - Children with complex health needs - including the technology dependent child and those requiring palliative care - and/or those with moving and handling needs that will require equipment and adaptations.

We will work in partnership between the Council and PCT to ensure the agendas for “Aiming High” , “Better Care, Better Lives” and “Healthy Lives, Better Futures” result in joined up approaches to the commissioning of support.

We will review eligibility criteria for short breaks provision in partnership with parents and carers to reflect:

- the prioritising of Children with autism spectrum disorder and/or challenging behaviour as a result of their impairment and children with complex health needs - including the technology dependent child and those requiring palliative care - and/or those with moving and handling needs that will require equipment and adaptations
- the increase in funding

All referrals for short breaks will go directly to the short breaks team who will ensure families are supported through the required assessment processes

An increased range and volume of more flexible provision will be provided to meet the needs of disabled children, young people and their parents.

To increase family based services – as an alternative to residential respite provision where this fits with the needs of the children and families. To improve access to specialist family support provision.

To develop increased flexibility of Continuing Care services in delivering increased range and choice of provision.

To ensure sufficient capacity is available from specialist health professionals to provide for effective workforce support

To ensure a stable funding platform for the hospice in Wirral and support regional partnerships

Section 4 – Features of provision for children with complex needs (For groups A and B)

Action	Responsible	Completion date	Status
4.1 Residential overnight stays			
To establish a specialist service working group to develop tasks identified within section 4	Service and Project Manager	March 2009	Pending
To work with and consult with parents, children and young people who currently use residential provision at Willow Tree and Rosclare to ensure a rigorous approach to engagement	Project Manager Residential Manager	May 2009	Pending
To complete further building works at Rosclare to respond to needs of groups A & B as required	Service and Residential Manager	Sept 2009	Pending
To review the staffing arrangement of Rosclare and Willow Tree to ensure needs of all children are met	Residential Manager	May 2009	Pending
Offer residential stays in other venues apart from residential units. To work with capital planning group to audit what other potential residential facilities are available.	Project Manager	July 2009	Pending
Develop independent living provision at Rosclare to provide supported overnight/short breaks for young people.	Project Manager Residential Manager	Sept 2009	Pending
Local authority in partnership with the PCT to identify and work with children's hospice providers as part of the palliative	PCT lead manager	March 2009	Meeting scheduled for 24/2

care commissioning strategy to provide short breaks for children with palliative care needs.				
Local authority in partnership with the PCT to review provisions at Rosclare residential unit, to develop provision for residential stays for children with complex health needs and severe physical disabilities. Link with Continuing Care Team.	Project Manager Residential Manager	July 2009	Pending	
To support planning working group to develop creative ideas and approaches to residential care inc trips to other areas to see provision.	Project Manager Residential Manager	July 2009	Service Review agreed – scope and model of review to be confirmed	
4.2 Family based overnight stays				
Recruit specialist foster carers trained to work with the priority groups A & B to provide short breaks and / or commission with existing providers to provide specialist foster carers.	Service and Project Manager	Sept 2009	Confirmed with Commissioning Brief	
Develop a strategy to make adaptations to foster carers own homes both general adaptations such as bathroom, wheelchair accessibility, hoists and specific where appropriate once matched with a child. Specific consideration of PODs / Link with ICES.	Capital Lead and Service Manager	July 2009	Pending	Pending
Develop proposals for the existing team at Rosclare and Willow Tree to form a team which provides care in family's own homes and support trips away. Carers to be provided with specific training around the individual needs of children and/or young people.	Project Manager Residential Manager	April 2009	Service Review agreed – scope and model of review to be confirmed	
To support extended families to be able to offer short breaks by providing an equipment lending scheme and training e.g. moving and handling. Link with existing equipment service	MPN Co-ordinator Capital Lead	July 2009	Pending	

ICES.	and Service Manager		
4.3 Family based or individual day care			
Link with young carers project to develop proposals for siblings with caring responsibilities to have a break and access services. Link with Wirral Carers Strategy.	Project Manager	July 2009	Pending
To provide training for commissioned sitting service around the specific needs of individual children and young people to enable them to look after children in groups A and B in their own home.	Project Manager	Oct 2009	Pending
To provide training for the extended family in the meeting the needs of individual children and young people.	Project Manager	Oct 2009	Pending
Develop/commission a contract carer scheme with trained workers in working with groups A and B to provide care in family's own home.	Service and Project Manager	Sept 2009	Confirmed with Commissioning Brief
To develop the short breaks team to include a workforce that is able to provide support workers to support individual children and young people or groups of children and young people to go for trips out/days out.	Service and Project Manager	Sept 2009	Workforce Strategy being developed
4.4 Group based short breaks provided during the day through specialist provision			
Widen criteria for families needing to access specialist short break provision and to provide clarity on eligibility criteria for such provision.	Service and Project Manager	July 2009	Paper prepared for Planning Group March
Work with special school managers to extend provision out of school hours to disabled children from groups A and B including those not on the roll of the special school. Provision to include weekends and evenings. Link access to provision	Project Manager	July 2009	Developing Inclusive Provision to be formed March 2009

with transport strategy, workforce strategy and the extended schools strategy.			
Commission specialist leisure and social activities at weekends.	Service and Project Manager	July 2009	Confirmed with Commissioning Brief
Review existing school holiday provision with parents.	Project Manager	July 2009	Developing Inclusive Provision to confirm added activity for summer 2009
4.5 Short breaks provided during the day through non-specialist group based provision			
Develop a team of “enablers” linked to the short breaks team to support children and young people in groups A and B to access sport and leisure clubs (time limited) and to train existing staff in supporting that child/young person to access the facility.	Project Manager	July 2009	Developing Inclusive Provision to confirm added activity for summer 2009
Full audit (undertaken with parents) and detail of equipment already available and shortfalls identified. Provision within universal leisure and sports services to link with workforce strategy and lending resource (ICES).	Project Manager	July 2009	Developing Inclusive Provision to confirm
To develop proposals with the play and youth services to support all young people to access play scheme and youth club provision. Training of staff and buddies to provide support young people. Link with youth services inc voluntary sector and faith organisations youth services to support disabled young people to participate	Project Manager	July 2009	Developing Inclusive Provision to confirm added activity for summer 2009
Link to workforce strategy, building disability understanding and dealing with challenging behaviours and identifying specific needs	Project Manager LD CAMHS	July 2009	LD CAMHS invited to join Workforce Strategy Group

Support access to universal provision by providing support structures inc training peer support people eg within the guide and scout movement.	Project Manager	Oct 2009	Developing Inclusive Provision to confirm
4.6 Provision is culturally appropriate			
All short break staff team and short break carers to participate in culturally appropriate provision that meets the racial, cultural, linguistic and religious needs of disabled children and their families. Link with workforce strategy and communication strategy.	Service and Project Manager	July 2009	Confirmed with Commissioning Brief
Ensure access to interpreter /translator services as appropriate.	Service and Project Manager	July 2009	Confirmed with Commissioning Brief
Offer a culturally sensitive service that takes into account individual family needs alongside specific cultural or religious requirements e.g. offer female support staff where appropriate for religious needs.	Service and Project Manager	July 2009	Confirmed with Commissioning Brief
Ensure short breaks staff team have knowledge or kept updated of multi-cultural events/ organisations that respond to specific BME needs,	Project Manager	July 2009	Pending
Provision of culturally appropriate resources – link with ICES.	Project Manager	July 2009	Pending
4.7 Plan to deliver services at times when they are needed (24 hours) and are able to respond to emergencies			
Establish an emergency support scheme. Linked into the Short Breaks hub team which can ensure support is provided for emergency/urgent care to respond to family crises	Project Manager	July 2009	Agreed as priority with CYPSP Board – scheme details in development

5 Capital

Overview of approach:

The Capital projects group has been established to oversee all Capital expenditure and to ensure that activity is co-ordinated with all other capital expenditure within the Council. The Council has undertaken a Strategic Asset Review of all of its buildings.

Capital has been identified within the Council `s programme to upgrade residential provision – planning will be dovetailed to meet the needs identified following a review of this provision.

Developing a Resource Centre Model is favoured to improve a one stop model which improves access to short breaks and specialist provisions

The Play Strategy will look to develop 4 play areas which are fully accessible to disabled young people

The Youth Strategy will look to cluster activity around the 4 Districts and “My Place”

Our spend will look link into programmes within key leisure centres to ensure changing facilities which are suitable for people with moving & handling needs are able to be met – given these venues will be accessible between 8am and 10pm to maximise opportunities for this group to maximise their use of community facilities.

We will develop a Contract Carer Scheme – providing support for adaptations to facilitate access by Group A&B children and those with moving and handling needs

We will work in partnership with local service providers to improve the accessibility of provision beyond DDA levels to specifically improve play scheme and leisure activities, targeting equipment expenditure.

We will work with our local ICES to provide a store of equipment which may be loaned to families to enable young people to more readily visit other family members / friends

Section 5 – Capital projects

Action	Responsible	Completion date	Status
5.1 Ensuring capital expenditure is not replacing DDA compliance requirements			
To establish a Capital Group to develop and monitor all bids for capital spend chaired by the CYPD Capital Programme Lead.	Service Manager CYPD	October 2008	Terms of reference to be reviewed
Capital Sub Group to meet monthly to support processing of bids	AHDC Capital Lead		
Capital Sub Group to review options for expenditure and establish links with Play / Youth / Leisure services / Childrens Centres	Service Manager CYPD	January 2009	
Capital Sub Group members to submit 1 st tranche of community bids	AHDC Capital Lead		
Capital Sub Group members to review and develop bidding process	AHDC Capital Lead	March 2009	
5.2 Clear plans in place to show how capital will be used			
To confirm detail required for Implementation Plan	Service Manager CYPD AHDC Capital Lead	January 2009	
To confirm an outline of Intentional spend to meet TDC Readiness criteria standard	Service Manager	February 2009	

	CYPD AHDC Capital Lead		
To confirm an outline of Intentional spend to C&YPSP Board	Service Manager CYPD AHDC Capital Lead	March 2009	Areas
To commission further programme spend	Service Manager CYPD AHDC Capital Lead	April 2009	

6 Workforce

The transformation of short breaks provision will require a significant development of the short break workforce. Local partners need to address capacity issues, and the need to develop specific knowledge and expertise in a wider range of settings to provide for those children currently considered 'hard to place'. Please use the overview section to set out your overall approach to workforce development making clear the roles of both the authority and the PCT, and considering the need to develop staff working outside to the statutory bodies own provision.

Overview of approach:

The focus of the Workforce Strategy for the transformation of short breaks provision is to:

- establish a matrix of range and numbers of workforce needed in order to deliver on the transformation programme.
- highlight the additional skills and knowledge needed by both the universal workforce and the specialist workforce to meet the needs of disabled children and young people, including those with complex needs. This strategy needs to be considered alongside the Wirral Children's Workforce Strategy (2008) which includes training in the ECM common core of skills and knowledge.

The transformation of short breaks requires a workforce that has a broad understanding of the issues for disabled children and families, including understanding of the social and medical models of disability, participation and inclusion and safeguarding. Varying depths of knowledge relating to other aspects of disability will be needed across the workforce, including health professionals, social care and early years. In addition professionals within universal services will require training in a range of areas, and the Voluntary, Community, Faith and independent sector.

Additional skills and knowledge will include both internal training and development, and external training for additional qualifications. Leaders and managers across the workforce who are responsible for short breaks provision will be supported in developing high levels of skills and knowledge in direct relation to the services and provision they are responsible for.

Section 6 – Workforce

Action	Responsible	Completion date	Status
6.1 Actions needed to ensure LA/PCT core management is adequate			
Confirming Project management responsibilities / joint working with PCT LA Service manager has joint responsibility with Director of Strategic partnerships in the PCT	Service Manager CYPD	January 2008	Completed 1 st meeting scheduled for 19 Feb 2009
Establish reporting to AHDC steering group on a monthly basis. Joint Commissioning Manager / PCT Leads / Heads of Branch within CYPD	Service Manager CYPD	January 2008	Schedule of dates in place
PCT AHDC Lead briefed	Service Manager CYPD	February 2008	Completed
Appointment of AHDC Short breaks Project Manager.	Service Manager CYPD	February 2008	Candidate identified / HR processes being followed
Interim project management and Work plan	Service Manager CYPD	February 2008	Reviewed Feb 12
Induction of project manager and team will be planned	Service Manager CYPD	April 2008	To be done
Project Team to be established. Proposals to CYPSP Board in March	Service Manager CYPD	May 2008	Proposals developed for Steering Group

6.2 Development of short breaks workforce strategy and workforce planning			
Confirm Workforce Strategy Sub Group / TOR	Service Manager CYPD	February 2009	Scheduled
Link to Wirral Workforce Strategy			
Complete draft of Workforce Strategy	Interim project team	March 2009	Scheduled
Confirm Work plan for Workforce Strategy Group	Interim project team	April 2009	Scheduled
6.3 Development and delivery of a training and development strategy for all sectors			
Workforce planning will audit current workforce capacity across residential, specialist and universal services.	Training Manager CYPD	May 2009	Scheduled
Confirm Development plan with Workforce Strategy Group	Training Manager CYPD Service Manager CYPD	June 2009	Not started
Confirm Development plan with PCT Board and CYPSP Board	Service Managers CYPD & PCT	July 2009	Not started
Review with PCT specialist training capacity reflecting Training Directory	Service Managers	July 2009	Work progressed on Training Directory to be

	CYPD & PCT		taken forwards by Complex Health Provision Group
Short breaks team to be trained in the personalisation agenda and providing person centred support packages.	Inclusion Development Officer	July 2009	Not started
6.4 Actions needed to recruit sufficient staff for priority groups in all settings			
Provider Workshop to identify Commissioning Intent and Workforce development support	Service Manager CYPD Contracts Manager CYPD	March 2009	Scheduled for 6 March
Provider Forum to be established to support service developments	Service Manager CYPD Contracts Manager CYPD	July 2009	Not started
Specialist services development partnership arrangements with new providers to support induction	Service Manager CYPD	July 2009	Not started
Identifying recruitment support providers who will assist in recruitment and training of Direct Payment workers	Service Manager CYPD	July 2009	Not started

7 Commissioning and market development

Overview of approach:

The Children & Young People's Partnership has agreed a Strategic Joint Commissioning Framework for Children & Young People in Wirral. This sets out the vision, principles, shared priorities and methodology for commissioning services underpinned by joint working and collaboration, to ensure a range of quality, flexible and effective services are developed based on individual need which represent value for money.

The Framework is currently being applied to parenting and prevention commissioning (contracts start 1st July 2009) where we have:

- Secured cross agency/stakeholder commitment and involvement in the process
- Drawn together funding streams from Public Health, PCT, Social Care, Children's Fund, Children's Centres, Teenage Pregnancy into a joined up commissioning process
- Included third sector partners in developing the commissioning brief
- Held Procurement Workshops for providers to share vision, explain commissioning brief and tender process
- Included the views of parents, carers and children and young people in the evaluation of 1st stage tender documentation (through evaluation of a leaflet about the service and meeting their needs)
- Included third sector and parent representative on the 2nd stage interview panel
- Focussed on outcomes and priorities within the children and young people's plan and PCT commissioning strategy
- Used Results Based Accountability to measure quality, efficiency and effectiveness of services

Note: The SEN Parent Partnership, Parent Forum support and advocacy services are included within the above process.

This commissioning process will be applied for Aiming High for Disabled Children funding from April 2009.

The aim will be to develop market capacity by extending the number of providers and developing more integrated working relationships with our local providers. Workforce development will underpin our improved commissioning as we seek to increase the capacity of all providers to provide personalised services.

Section 7 – Commissioning

Action	Responsible	Completion date	Status
7.1 Actions taken to better understand need			
Review of Speech and Language nearing completion – findings will be considered as part of service developments/investments	SALT Lead	April 2009	In progress
Develop system to bring together information from children. Young people parents and carers i.e. strategic level (e.g. formal consultations), service level (e.g. specific to services) and individual level (e.g. care plan reviews and resource panel)	Project Manager	October 2009	Not started
7.2 Develop relationships with a range of providers to ensure sufficient competition			
Stage 1 - Provider Workshop: (Parenting and Prevention commissioning process) (includes SEN Parent Partnership and parent groups support and advocacy)	Joint Commissioning Manager and Contracts Manager	held 18 th November 2008	Completed
Stage 2 – Provider Workshop: (Aiming High for Disabled Children Grant and current contracts)	Service Manager, Disabilities and Contracts Manager	March 6 th 2009	In progress
Newsletter to be sent to Wirral providers – AHDC programme, notification of workshop	Service Manager/Contracts Manager	February 2009	In progress
Presentation to LINK Forum re AHDC	Service Manager	February 2009	Completed Small Grant process to be developed
7.3 Actions planned to improve financial and management data			
Review data requirements and data management systems across C&YPD and PCT	Data and Finance Sub-Group and	May 2009	In progress

	Project Manager		
Develop model for joint data capture and data sharing	Data and Finance Sub-Group and Project Manager	July 2009	Not started
Ensure data is captured within Joint Strategic Needs Assessment	Project Manager	November 2009	Not started
Develop pooled budgets and unit costings for AHDC	Data and Finance Sub-Group	January 2010	Not started
7.4 Improve coherence and effectiveness of commissioning			
Report to Cabinet to devolve financial decision making to C&YSPB	Director of Children's Services, Service Manager Disabilities	March 2009	In progress
Report to C&YPSMB to agree commissioning intentions	Service Manager Disabilities	March 2009	In Progress
Extend existing service level agreements and contracts until September 2009 to allow for commissioning process	Contracts Manager	February 2009	In Progress
Develop commissioning brief	Service Manager/Contracts Manager	March 2009	In Progress
Institute procurement process for existing contracted services and additional AHDC grant funding (procurement timeline April 2009 – contract start date 1 st September 2009)	Contracts Manager	From April 2009 – September 2009	In progress
Develop contract monitoring programme	Contracts Manager/Project Manager	July 2009	Not Started