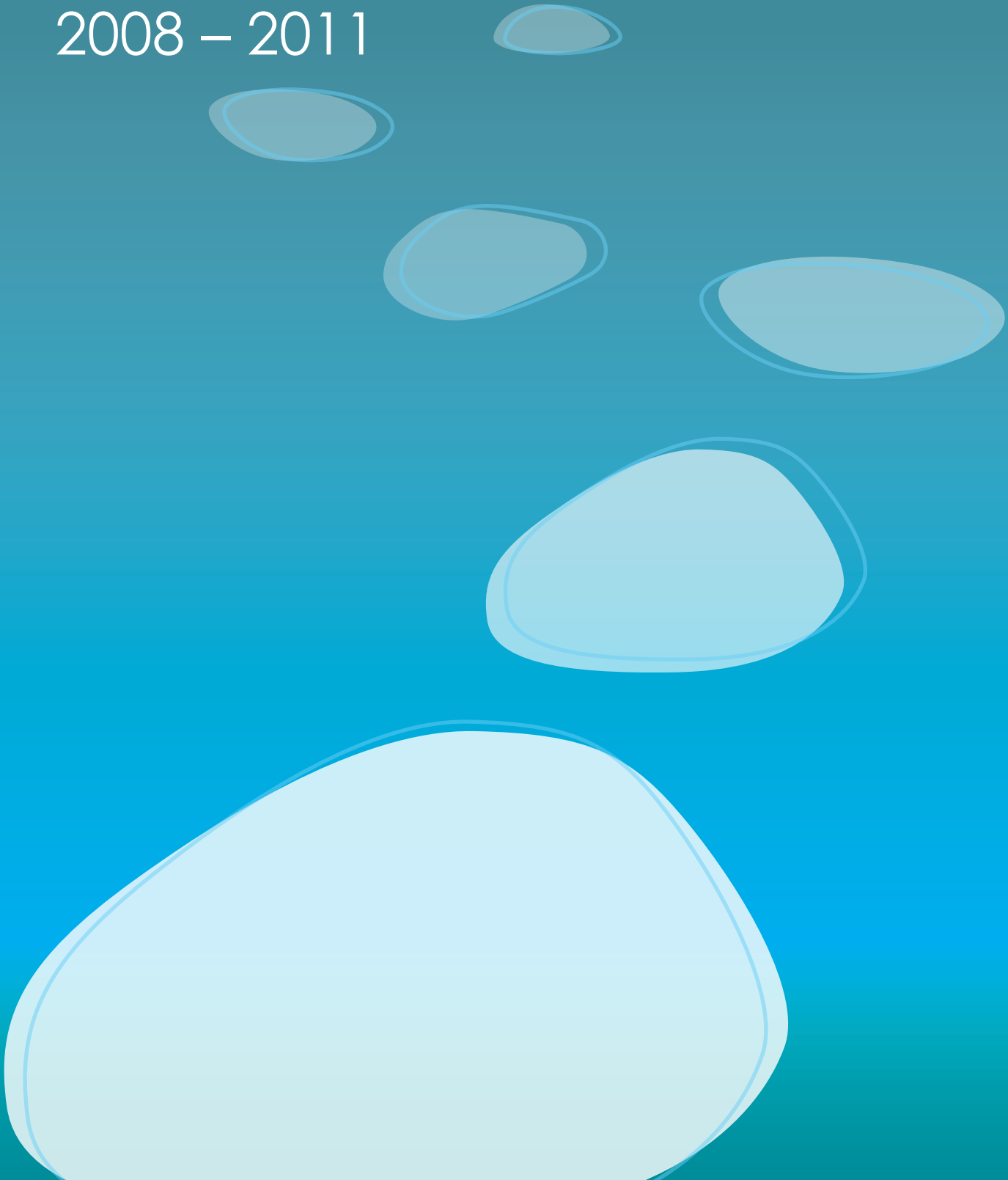


# Integrated commissioning strategy for short breaks and shared care for children with additional needs 2008 – 2011



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This strategy has been produced by Devon County Council and Devon Primary Care Trust for Devon Children's Trust.

Devon Children's Trust is a partnership between social care, education, health, community, voluntary and justice services working together to make a difference for Devon's children and young people.

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## Introduction

Devon wants all children to have the best start in life and the ongoing support they and their families need to fulfil their potential, achieve as much in a range of areas as their non disabled peers and improve their outcomes, allowing them to benefit from the quality of opportunity and increasing their involvement and inclusion in society by receiving high quality, timely short breaks and shared care.

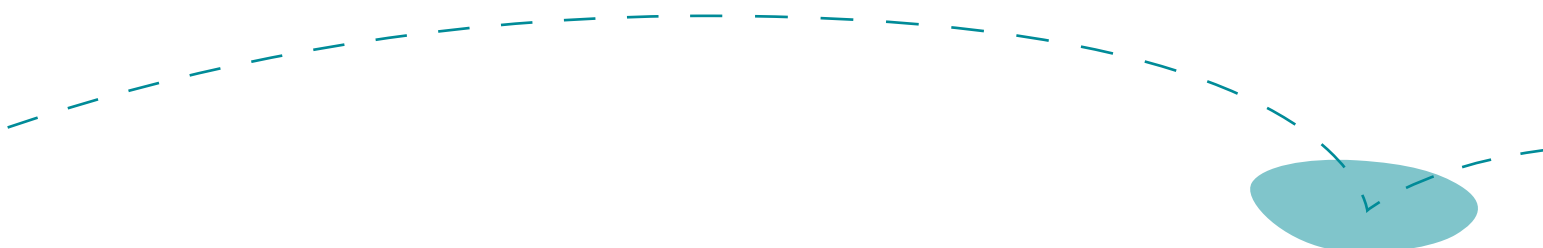
This strategy will inform a specification for Short Breaks services that will be implemented jointly by Devon County Council and the Primary Care Trust (PCT) under the auspices of Devon's Children's Trust Partnership, and using existing financial flexibilities agreement for pooled funding enabling the full implementation of **Fair Access to Carers Breaks**.

This strategy is informed by a comprehensive needs analysis looking at current service provision across Devon and comprehensive needs analysis of future needs. It will sit within a strategic planning framework under the **Devon Children and Young Peoples Plan** and the **Integrated Commissioning Strategy for Children with Additional Needs 2008-2011**.

This strategy describes the proposal for the range of services that we will need to commission to meet the diverse and often complex needs of these children and young people. This strategy is informed by continued dialogue with parents and carers through the **Devon Parent Voice** programme and wider conversation events.

This strategy will ensure that Devon is able to meet the full service offer in **Aiming High for Disabled Children – Together from the start, Better Care, Better Lives** and the **National Service Framework**.

This strategy will work alongside other strategies including universal **Early Year's Strategy, Youth Strategy** and **Transitions Strategy**.



## Executive Summary

Every child with additional needs and their parents and carers will benefit from a range of high quality carers breaks services allowing them to continue to care for their children. Parents and carers will be empowered to make choices in the services they use through a personalised budget agreed using the **Fair Access to Short Breaks** tool kit. For those children and young people who are identified as needing services above **Fair Access to Short Breaks** there will be high quality shared care provision to support their needs.

## Vision

In the course of the next three years there will be a change in the focus of carers breaks services so that they are:

- Planned and commissioned across Devon PCT and Devon Children and Young People's Services through the Devon Children's Trust Partnership
- Led by a joint commissioning board and the Children with Additional Needs partnership board
- Accessible, equitable and acceptable to all those who meet the Devon criteria for children with additional needs and recognises diversity in the make up of these needs
- Evidence informed and consistent with ongoing research, good practice and development in this field
- Inclusive of children and young people and their families being actively involved in all decisions affecting them and shaping services.

## Local Overview

This document has been informed by:

- **Devon's Children and Young People's Plan**
- An in depth local needs analysis
- Wider consultation with 250 parents and carers across Devon
- The implementation of **Fair Access to Short Breaks**
- Meeting the full service offer for Aiming High for Disabled Children funding
- The multi-agency core offer to Devon special schools
- A review of the current residential respite services.

Historically in Devon there has been an inequitable level of short break services for children with additional needs. This strategy and subsequent specification for services has been informed by a county wide needs analysis mapped against children and young People and the identified need for service development.

The Devon Children's Trust, through the **Children and Young People's Plan** has identified this group of children as a priority when reviewing and developing services, recognising the importance of timely support for carers to enable them to continue in their caring role.

The implementation for **Fair Access to Short Breaks** and ongoing extensive consultation and conversations with parents and carers has informed the need to change the way that services are both commissioned and accessed by families.

Devon Children and Young People's Services has appointed a commissioning officer to implement Devon's commitment to **Aiming High for Disabled Children** and **Better Care Better Lives**.

Devon's commitment to having the views of parents and carers and the views of children and young people at the heart of the process is paramount. The Commissioners continue to work in this way with parents and carers as partners in the process. There will also be a more robust process for gaining the views of children and young people, including those with complex communications needs, through our participation unit.

## National Context

Since 2004 the government has produced a number of significant policy documents relating to children with additional needs and the needs of their parents and carers. The emphasis is on providing a continuum of high quality services from universal, supported day services, family based foster care and residential services. From 2009 the local authority (and the PCT where a child has a 'material health' need) will have a statutory duty to provide short breaks for the most complex children and young people.

### ***Aiming High for Disabled Children 2007:***

This is a three year programme to support local authorities to provide a core offer of short breaks to families with children who have additional needs. This programme has identified funding from 2009 through the local authority and the PCT to enable them to meet this duty.

### ***The National Framework for Children 2004:***

States that children and young people and their families receive high quality services which are co-ordinated around their individual family needs and take account of their views.

### ***Removing Barriers to Achievement (2004):***

Sets out the government's vision for giving children with Special Educational Needs and Disabilities the opportunity to succeed.

### ***The Disability Discrimination Act, 2006:***

Requires setting not to treat disabled children 'less favourably', and to make 'reasonable adjustments' for disabled children.

### ***Better Care Better Lives:***

Outlines national guidance for the delivery of integrated palliative care services and services for children and young people with long term and life limiting conditions.

### ***The National Carers Strategy:***

Puts carers at the heart of 21st Century families and communities.

### ***2007 Members Short Breaks Bill.***

## Target Population

Services included in this specification will be provided to children and their families:

- From birth to their 18th birthday at level 2 and 3 for children and young people who meet the threshold for services
- Registered with a Devon general practitioner
- Children in care placed by Devon Children and Young People's Services
- Children with life limiting and long term conditions/palliative care.

## Definitions

### Children and Young People

- Children with additional needs who require additional support assessment and intervention at level 2 (AXS) and may be identified through the **Special Educational Needs Code of Practice** as Action or Action Plus in pre-school or school settings. Joint Agency Record Moderate
- Children with additional needs aged 0–17 requiring the support of two or more specialist services, having a statement of special educational needs and/or being supported by social care due to their needs identified through common assessment framework having a social care initial assessment, meeting Child In Need criteria. Joint Agency Record moderate and above disability.

### Short Breaks

- Short breaks form part of the continuum of services from day services through to overnight services which support disabled children and their families
- Short breaks are provided to give:
  - Disabled children and young people enjoyable experiences away from their primary carers, thereby contributing to their personal and social development and reducing social isolation
  - Parents and families a necessary and valuable break from caring responsibilities
- Short breaks include day, evening, overnight and weekend activities and can take place in the child's own home, the home of an approved carer, a residential or community setting
- Short breaks come in a variety of formats and each one can last from just a few hours to a few days, and occasionally longer, depending on the type of provision and the needs of the child and their family. Short break provision should be reliable so that carers can plan around the breaks provided.

## Fair Access to Short Breaks

- **Fair Access to Short Breaks** is a tool that is used to measure the level of support in all areas that a child or young person and their carers and siblings have
- This measure is used to agree the level of funding that the family will have over a year to purchase services to meet their needs
- **Fair Access to Short Breaks** is reviewed for each family once a year.

## Residential Breaks

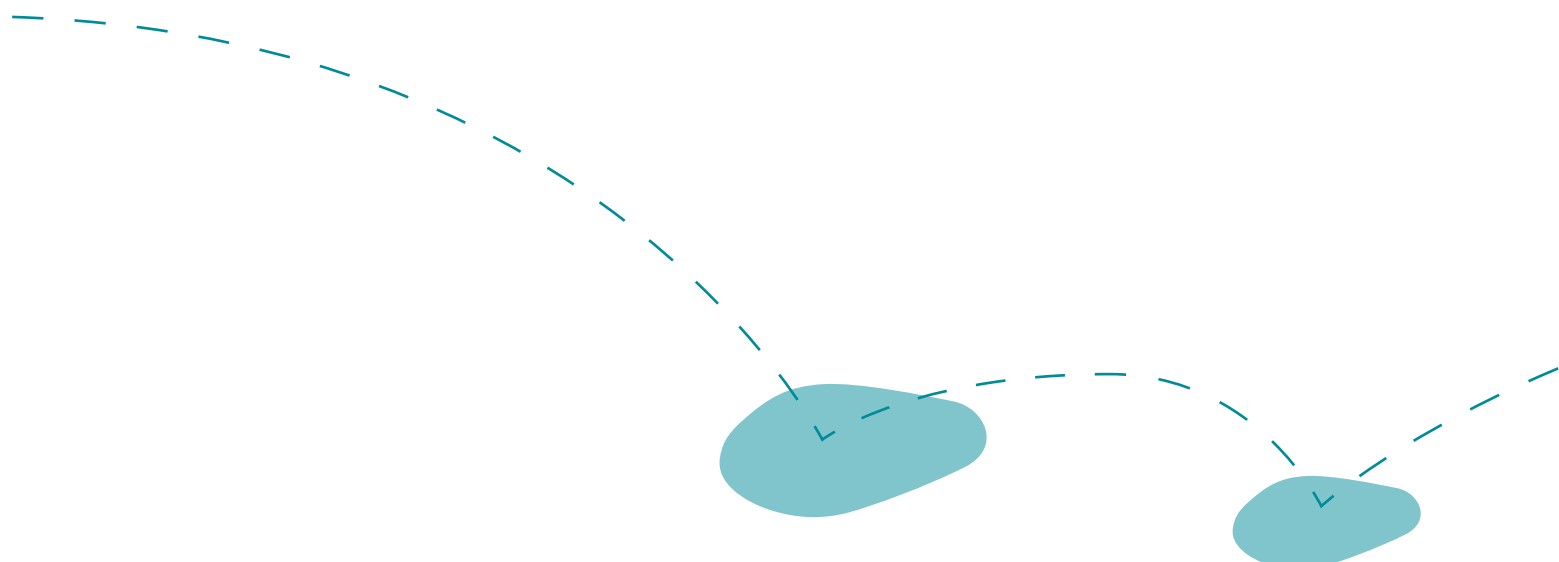
- Residential breaks are provided in a unit with an appropriate mix of children and young people, often with complex behaviour or physical needs, with staff who are trained and competent in the complexity of caring for this group
- Residential breaks can vary from a single overnight or a longer break which can facilitate a family being on holiday
- Retained or shared care is provided either in a family foster care setting or a residential setting for those children and young people who are not able to be cared for full time by their primary carers.

## Day Services

- Day services are provided in the home of the family or in community settings
- Day services can vary from one hour through to a whole day
- Day services include a range of activities including enabling, sitting services, individual support for inclusion to universal services and group based activities to meet the specific needs of some of those children and young people who find universal services are too challenging for them.

## AXS

- AXS is a Devon wide early intervention service
- AXS works within a multi-agency cluster in local learning communities.



## Strategic Direction

For the most complex and challenging children and young people special residential carers breaks services that are special school based or school linked will provide the majority of retained or shared care services for those whose level of need may be above the top band of **Fair Access to Short Breaks** services.

It has been agreed that assessment will be integrated from early identification through to complex case planning and an analysis of how Devon can integrate its statutory assessment processes across education, health and social care will be part of the development programme. There will be a single placement planning and agreement process for all special schools.

Packages of residential support whether identified as a social, educational or health need require joint planning and joint finance arrangements and pooled budgets will enable Devon to better manage high level complex cases more efficiently and more effectively reducing the issues of education tribunals and out of area placements.

All services and the commissioning specification will be outcomes of the commissioning process based upon sound demographic and needs assessments mapped with financial capacity of the partners to provide.

In line with government guidance around personalisation of budgets the development of direct payments for parent carers and 16/17 year old young people with special needs will also inform commissioning and will challenge some of the historic block contracts and provision. Funding will need to be identified for direct payment services and aspects of retained residential provision will also need to be part of a menu of services for parent carers.

The Commissioner will expect providers of residential services to provide evidence-based efficient residential services.



## Aims

- This strategy forms part of the ***Integrated Strategy for Children with Additional Needs*** with the overall aim of improving the delivery of local accessible and equitable needs informed services for children and young people with additional needs in Devon
- This Strategy will aim to achieve the requirements under the ***Every Child Matters*** outcomes, the ***National Service Framework***, and ***Aiming High for Disabled Children*** and ***Better Care, Better Lives***
- This strategy will make the best use of joint resources to provide a range of shared care and carers break's equitably across Devon
- The strategy will be delivered within a pooled budget arrangement to deliver equitable levels of provision
- To provide timely intervention at appropriate levels as close to the child's home as possible.

## Objectives

- To ensure that families are supported and empowered to be at the centre of the process, to be active commissioners of services best placed to meet their needs within their identified budgets
- To ensure that services are responsive to meeting the needs of families in a timely and responsive way
- To stimulate the market place to improve the menu of services available for families to access including access to universal services
- To reduce the reliance on Residential Overnight Services for all but those children and young people with the most complex, challenging needs by developing more effective community based services
- To continue the implementation of ***Fair Access to Short Breaks*** including the roll out of phase 2 for children with attention deficit hyperactivity disorder or high functioning autistic spectrum Disorder and integrated services level 3 for children with severe emotional behavioural difficulties
- To continue to support the development of direct payments
- To work in partnership with the invest to save programme and special schools multi agency core offer to reduce the number of out of county placements
- To meet the full service offer for ***Aiming High for Disabled Children*** and ***Better Care, Better Lives*** to provide carers breaks to those groups of children and young people who have historically been difficult to place.

## Principles

- That children and families should receive respite carers breaks services as close to home as possible.
- The provision of short breaks for health, education and social care should be integrated.
- That finance budgets for service reconfiguration should be transparent and based on the principle of ring-fenced funding for this service area.
- That service should be of high quality, cost effective and affordable and meet the needs of all children and young people including those with the most complex physical, medical or behavioural needs.
- That children and young people in residential support units should not be mixed inappropriately by type of need (those with challenging behaviour and those who have complex physical disabilities) or age.
- That services should reflect patterns of young person and parental choice, as expressed through **Fair Access to Short Breaks** and direct payments. This process recognises the role of families as commissioners for their own services.
- That service development must be dynamic and flexible to represent the profile of local populations and potential profile changes, as well as strategic to respond to long term demand profiles for retained services for those children and young people with the highest level of need.
- That Devon Children and Young People's Services and Devon Primary Care Trust aspire to joint planning of placements for all children who require residential elements of their education, social and health care plans. This will require a review of the integration of assessment planning and funding of such placements.
- That overnight residential care will only be provided where there is no suitable alternative for those children and young people with the most complex need or through parental choice under budgets allocated to families through **Fair Access to Short Breaks**.
- Packages of care for the youngest children and babies should be provided with an expectation of using day care support and only use overnight services through either family based care or residential services when sleeping issues are critical and overnight services are essential to meet the carers' needs.
- That providers will meet a standard core offer thus providing equitable services across the county.
- That staff in the integrated children's provider service will be key partners in implementing the change process.
- That the short breaks/shared care development programme works to the priorities of the joint commissioning board for Children with Additional Needs.

## Needs Analysis

There are 4,100 children and young people in Devon with identified additional needs, who have either a statement of special educational needs and/or are known to the joint agency services, (from birth to 19). This represents some 2.8% of the population under 19. In addition, there are approximately 2,500 children and young people identified in schools as school action or school action plus.

Validation of this will be ongoing but some headline data is emerging regarding short breaks services.

There are more than 860 children and young people in Devon receiving funded services through Children and Young People's Services or Primary Care Trust services who now have indicative fair access to carers breaks and carers assessments. County special education data shows 3,433 children and young people receiving some funded services, excluding short breaks, attached to their statement of special needs.

## Residential Short Breaks

Our data tells us that we currently have:

	Total	Eastern	Northern	Southern
Total C&YP in Devon with Identified Special Needs	4100			
Total C&YP in Devon known to Joint Agency Services	1452	965	214	273
Total C&YP in Devon received JAT Services	860	517	159	184
No of C&YP receiving JAT funded day services.	482	383	24	75
No of C&YP receiving direct payments.				
No. of C&YP Receiving JAT funded Overnight Services	206	122	57	48
No. of Overnights Received	10900	5079	3363	2926
Of which are Family Break nights	3078	588	1284	1206
Of which are Residential beds nights.	7822	4491	2079	1720

There are also 86 children and young people who have respite through school provision in the term time:

- 30 children and young people in Eastern
- 15 children and young people in Northern
- 41 children and young people in Southern.

There is currently a mix of residential services and providers across Devon.

For those children and young people with learning disabilities or challenging behaviours there is:

- Welland in Northern Devon - D.C.C
- Hillcrest in East Devon. - P.C.T
- Meadow Park in Exeter - P.C.T

- Robins in South Devon. - Independent
- Oakland's Park School for termly boarding in Teignbridge. - School based

For children and young people who have physical difficulties associated with a learning disability there is:

- Honeylands Respite in Exeter for children up to 14 years. – RD & E acute services
- John Parkes Respite Unit in Torbay until 18 years. – Torbay Hospital acute services

There is also a family based overnight contract that is a countywide provision.

## Strategy for Change

### Current Services

The range of different services and providers currently available across Devon has varied due to the following historical factors.

- They have been developed in an inequitable way dependent on a particular focus at a particular time
- Many services for children and young people in the South and West are due to historic arrangements which pre-date the current strategy
- There is an inconsistent menu of services available to allow parent carers and children and young people a choice in the services they use
- There is a high reliance on residential overnight short breaks because day services options are limited
- There has been little or no investment in the development of breaks outside the home for children with physical disabilities, long term and or life threatening conditions and palliative care
- Until recently and the implementation of **Fair Access to Short Breaks** there was no formula for ensuring equitable and fair funding for families
- There has been a lack of a consistent training and development of the workforce to develop the capacity of providers to take children with additional needs
- There are no robust links with other partners, for example the Youth Services, to increase their capacity to provide universal supported services for some children and young people who are teenagers

- There has been no robust process for transitions to enable good pathway planning for those children and young people with the highest level of needs
- The data and needs analysis need to be used to inform the decommissioning and recommissioning of residential services where it is identified that they are not best placed to meet the needs of Devon children and young people and their carers.

To improve services this strategy will:

- Continue to put children and young people and their parents and carers at the centre of all service development
- Develop a continuum of services from universal to specialist that supports the needs of all families, who meet the eligibility for short breaks services that is affordable within their identified budgets
- Roll out **Fair Access to Short Breaks** for all children and young people with additional needs
- Make sure that all residential services meet the requirements of inspection and are fit for purpose
- Develop services for children and young people with physical disabilities including overnight services and increased access to day care provision
- Improve the links with other partners with an expectation that universal services should be able to be accessed by all children and young people as appropriate to their needs

- Secure additional overnight services for those children and young people with the most complex needs to support them within Devon schools and closer to their families
- Improve the links with adult services to allow for more consistent planning of short breaks for those young people who are in transition.

## Residential Overnight Services for Short Breaks and Shared Care

Services will be commissioned to provide:

- Residential beds for those children and young people with the most complex and challenging needs who are above the allocation for ***Fair Access to Short Breaks***
- Residential beds to be available for families who wish to use this option under ***Fair Access to Short Breaks***
- Creative solutions to meet the residential needs of families for short breaks in the school holidays

## Family Based Short Breaks

The family based carers break service needs to be developed to meet the targeted needs of children and young people with:

- Complex medical or physical needs whose carers wish to have an overnight service through ***Fair Access to Short Breaks***
- Children and young people who have a learning disability and behaviours that can be met in this way to provide choice for carers who wish to have an overnight service through ***Fair Access to Short Breaks***
- That provision of timely family based overnight respite care will be a key part of our being able to meet the full service offer within ***Aiming High for Disabled Children*** and ***Better Care, Better Lives***.

## Day Services

Day care services provide a valuable support to children and young people and their families and should form a critical part of the menu of services offered to families under **Fair Access to Short Breaks** agreed allocations.

Breaks during the day are an appropriate option for very young children and babies where the overnight needs are no greater than other young children and babies of their age.

The commissioners would wish to see developed day service options that can be provided through a range of services not limited to:

- Home-based sitting services.
- Enabling services to allow for access to universal services with support.
- Sessional workers who can work flexibly in the child's own home or in community based services.
- Group based specialist provision to provide for children and young people whose needs cannot be met in an open setting.

## Direct Payments

The continued development of Direct Payments to promote independence for families who wish to commission their own packages of care are vital to the implementation of comprehensive carers breaks strategy. Using direct payments some families may wish to purchase overnight respite care either from a preferred provider or through other options available to them. This agenda for choice needs to be taken into consideration when tendering for services.

This strategy recognises the following points:

- Direct payments should be offered to all families who meet the eligibility criteria for short breaks
- Children and young people aged 16/17 are entitled to direct payment in their own right. There are currently no children and young people who receive direct payments in Devon but if we are to work robustly with adult services to ensure stable transitions we will need to do better in this area
- Budgets need to be developed in such a way they are mindful of direct payments and the purchasing power of parents and carers and children and young people when undertaking market place development

- There needs to be continued conversations with historical providers of short breaks services so they understand the impact that direct payments and personal brokerage can have on their business. New providers in Devon should be made aware of how this works alongside **Fair Access to Short Breaks** to give parents and carers choice
- Direct payments are a significant budget pressure and the challenge is to manage resources so that funding is flexible enough to meet the expectation of providing a robust direct payment service
- Continued investment in Direct payment workers and a direct payments lead officer, as part of the strategic commissioning team, is critical to meet our statutory duty.

## Links with the Special Schools Multi-agency Core Offer

The aims and objectives behind this approach are part of the ambition set down in the **Children and Young People's Plan** that Devon children need to receive services in their communities and as such we need to develop a continuum of services through the AXS cluster delivery and area with level 3 services to support more children and young people in Devon communities and reduce the amount of young people who currently go into independent sector placements.

- The special schools multi-agency core offer looks at the placement of key therapy and support staff on a school site. This should ensure a more flexible support for short break services
- The therapists will have a remit to undertake outreach and should be able to develop robust therapy or behaviour protocols that can travel with a child and so inform and support short breaks settings. They will also have a key role in training around individual children to enable settings to best support a child's needs.

## Workforce

Providers will need to be able to demonstrate the continued development of a robust, knowledgeable and appropriate workforce for short breaks in Devon.

Providers will need to demonstrate their commitment to providing relevant training development and support to their workforce.

This will be linked to the training strategy for early years and child care services. It will also be linked to the training strategy for youth workers. There will also be a clear process for sharing skills between practitioners within specialist settings and those in community settings.

A workforce competencies framework will be developed which will include clear provision of safeguarding practice, equality and diversity including cultural competencies, and specialist training in specific areas of complex and additional needs

## Supporting Services and Processes

For children and young people, Devon will use the **Fair Access to Short Breaks** approach for assessment and allocation of funding to support both community and retained services.

Support for carers breaks services will be linked to the development of the training strategy for early years providers.

The commissioners will want to see the development of services across Devon under this strategy that will provide alongside special school sites where ever possible:

- Residential services for children with challenging behaviours and learning disabilities
- Residential services for children with profound and multiple learning disabilities who need highly trained carers
- Over the time span of this strategy delegated budgets for funding short breaks services to level 2 AXS pathway.

## Information Services

Devon has an integrated information service DISCplus. Disabled children and young people and their families can expect information from this service which covers:

- Access to mainstream and specialist services
- Voluntary and independent sector
- Housing leisure and transport
- Key transition points.

That adheres to the principles of being:

- Accessible
- Available
- Relevant
- Joined up
- User focused.

## Emergency Placements

On average over the past five years there has been a need for three months emergency provision per year for young people whose home and school arrangements have broken down. Some of these have resulted in blocking of carers breaks services and others have led to longer term accommodation rather than re-unification with families.

It is planned as part of the commissioning framework that a two bed capacity is identified for children and young people with complex learning disabilities which will be able to be opened only in these exceptional circumstances with staffing contingencies in place for children and young people from any part of Devon.

Funding for this unit to be defined on a spot purchase basis.



## Safeguarding

The local safeguarding children board will ensure there are strategies and protocols in place to ensure that disabled children and young people are safeguarded from emotional, physical and sexual abuse and neglect in line with 'working together to safeguard children'. We will expect a minimum standard of awareness, training, advice and supervision for all staff working within carer's breaks services.

## Training and Supervision

All staff will be trained and supported in line with national or professional guidance and recommendations. This will include appropriate levels of clinical and professional supervision.

Staff will be supported and trained to enable them to adapt and work within multi-agency teams.

It is recognised that training needs to be available for parents and carers to access appropriately. Whenever possible or appropriate joint training of staff and parent carers will be offered.

## Financial Assumptions

The Joint database of children and young people with special needs in Devon now has over 4,100 children and young people.

Validation of this will be ongoing but some headline data is emerging regarding short breaks services.

There are more than 840 children and young people in Devon receiving funded services through Children and Young People's Services or Primary Care Trust services who now have indicative fair access to short breaks and carers assessments.

Total commissioning budget across Children and Young People's Services integrated services (social care) or PCT is now identified at just under £6,000,000 which includes all the direct costs of residential provision hosted by the PCT, Children and Young People's Services and commissioned services in the South West and National Children's Home family breaks contract.

**Aiming High for Disabled Children** funding will increase by £60,000 in 2008/9, £589,200 in 2009/10 and a new total of £1,900,700 by 2010/11.

<b>£3,594,700</b>	Estimated <b>Fair Access to Short Breaks</b> allocation based on current assessed needs
<b>£2,483,418</b>	Available JAT Revenue Budget for All service provision
<b>£757,933</b>	National Children's Home Overnights Contract
<b>£114,608</b>	Barnes Children and Young People's Services funding
<b>£100,392</b>	Barnes Primary Care Trust funding
<b>£310,000</b>	Meadowpark Primary Care Trust funding
<b>£266,000</b>	Hillcrest Primary Care Trust funding
<b>£522,474</b>	Welland Children and Young People's Services funding
<b>£460,000</b>	Honeylands Primary Care Trust funding
<b>£350,000</b>	John Parkes Unit Primary Care Trust funding
<b>£228,119</b>	South West Contracts Children and Young People's Services funding
<b>£400,000</b>	JAR Transition additional funding 3 years
<b>£5,992,944</b>	Total JAS Budget framework for ALL Children and Young People's Services
<b>£2,398,244</b>	Variance which would be for non <b>Fair Access to Short Breaks</b> EBD/Section17 and for children and young people in Shared Care Plus £20,000

It is therefore expected the threshold to meet the full service offer for **Aiming High for Disabled Children** which will require us to provide funding for the equivalent of two overnights per month in Devon it will be set at:

Age of child	Nursing Assessment Level	FACB point (Child /carers combined)	Funding level.
3yrs	2b moderate/high 1b moderate	25 - 30	£1,600 – 2,200
8yrs	2b moderate/high 1b moderate	40 – 46	£ 3,520 – 4,840
14yrs	2b moderate/high 1b moderate	53 – 57	£5,700 – 6,600
3yrs	2a 1b high	40 – 45	£3,520 – 4,320
8 yrs	2a 1b high	45 – 59	££5,900 – 7,100
14 yrs	2a 1b high	63 – 69	£8,250 – 9,750

This table has been produced using the Devon County Council and Primary Care Trust funding agreements for those children and young people who have a nursing care category (1a) and are funded through the Primary Care Trust. It also recognises those children and young people who have significant challenging behaviour (2a) and receive joint funding on a 50/50 split through Primary Care Trust and Children and Young People’s Services.

## Risk Analysis

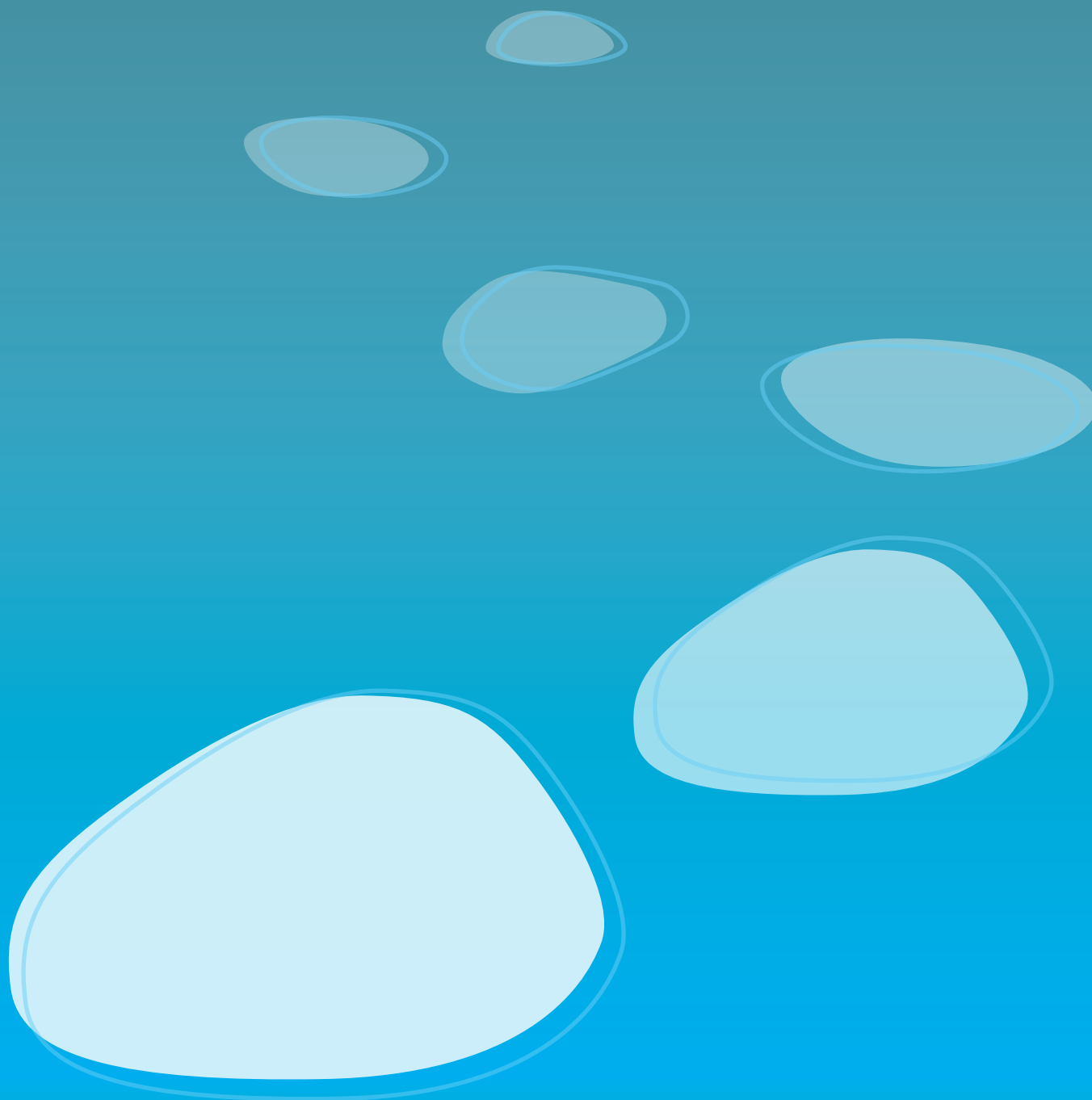
The following risk has been identified as being key to the effective management of this strategy:

- That we need to make sure that we have a robust dialogue with our staff and providers so that they are engaged in the process to manage the strategy of change
- If we don't get the market stimulation right then we are going to be reliant on historical patterns where the purchasing of a more expensive often inflexible service are required when a more cost effective flexible service if available would best meet need
- That if we don't build success into the process early on then confidence in the system will be reduced and families will be reluctant to engage
- Potential service providers will need to be able to demonstrate awareness of this risk and have action plans in place to deal with this.

## Key Performance Indicators

- Number of children and young people receiving appropriate day services.
- Number of children and young people receiving a service by number of nights.
- Number of children and young people in shared care arrangements.
- Number of children and young people who have funded health needs.
- Number of emergency placements (where appropriate).
- Promotion of choice for families eligible for a residential service.
- The time taken for initial contact and placement.
- Reduction of out of county placements by agreed targets.
- Monitoring of complaints and incidents.
- Parent and carer satisfaction expressed.
- Children and young people express satisfaction in the service.
- Clear evidence of integrated working with the appropriate services provided around the child.

To comment on this document or for more copies contact  
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