

**NORTH LINCOLNSHIRE COUNCIL**

**CHILDREN, FAMILIES AND LEARNING  
CABINET MEMBER**

**REVISED MULTI-AGENCY CHILDREN IN CARE AND CARE  
LEAVERS PLAN 2016-2018**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To inform the Children, Families and Learning Cabinet Member of the updated Multi-Agency Children in Care and Care Leavers Plan 2016-2018.

**2. BACKGROUND INFORMATION**

- 2.1 The Multi-Agency Children in Care and Care Leavers Plan 2016-18 sets out our key priorities for children in care and care leavers and pulls together our promise and commitment to the children and young people. It builds on our successes and sets out a continuing ambitious agenda for further improvement. It details our aspirations for all children in care and care leavers who are the responsibility of North Lincolnshire Council wherever they are living. It also recognises the responsibilities of the Council and its partners to children in care from other areas who are living in North Lincolnshire.
- 2.2 The Cabinet Member for Children, Families and Learning and Director of Children and Community Resilience have specific roles and responsibilities for children and young people in care to ensure that we continue to build on our success. This means ensuring that children in our care are partners in planning for the things that affect them and holding partners to account for their contribution to this. Our success in doing this will continue to be demonstrated through the services we deliver, plans that we make and outcomes for children and young people.
- 2.3 The implementation, progress and delivery of the plan is overseen by the Multi-Agency Looked After Children's Partnership, which is a multi-agency senior/responsible officer group that plans, reviews, monitors and develops all aspects of our work in relation to our statutory and aspirational work with children in care and care leavers. This then reports directly to the Corporate Parenting Board chaired by the Cabinet Member for Children, Families and Learning and attended by Elected Members, the Senior Leadership Team and senior officers from partner agencies with a strategic lead in ensuring better outcomes for children in care and care leavers.

**3. OPTIONS FOR CONSIDERATION**

**3.1 Progress so far**

There is a strong commitment across partners to improving outcomes for our children in care. Examples highlighted in the plan of our successes include:

- Placement stability is better than national and statistical neighbours with few children experiencing three placement moves. The large majority of children have remained in the same placement for two years, or have been placed for adoption.
- The rate of adoption orders continues to be better than the England and regional comparisons.
- The majority of North Lincolnshire's care leavers are in education, employment and training - with rates well above England and Statistical Neighbour comparisons.
- Very few children in care in North Lincolnshire commit offences and this indicator continues to be lower than the England average
- Children in care's attendance at school continues to be high, with few missed days of school and very little persistent absence.
- In 2016, by the end of key stage 2, 80% of children had made expected progress in writing and 70% had made expected progress in mathematics
- All children in care have up-to-date health checks, assessments and reviews of their health needs and individual health plans supported by a Designated Looked after Children's Doctor and Nurse.
- All children in care and care leavers continue to have up-to-date plans that are reviewed within timescales

3.2 Whilst the overall care population continues to be in line with statistical and national comparators, there has been a continued increase in the care population over the past three years, this correlates with the national picture

#### 4. ANALYSIS OF OPTIONS

4.1 The Multi-Agency Children in Care and Care Leavers Plan 2016-18 defines its purpose as achieving 3 key outcomes that will define its success. These are:

- children in care feel safe and are safe
- children in care enjoy good health and emotional wellbeing
- children in care recognise and achieve their potential

4.2 To achieve these, the plan details the priority issues to continue the improvement of services to children in care and care leavers, this includes focus on the following issues:

- older children's emotional health
- children who have unplanned care entrance and some unplanned placement endings
- children who don't achieve expected educational outcomes
- focus on recruitment of foster carers
- restorative work to enable children to return to live with their families from care
- reduce harm and potential harm from risk facing
- schools to support to support the emotional health of children in care so that they can achieve their potential and have high aspirations

4.3 In order to address these issues, the plan details specific actions to be taken to address the above. These include actions to:

- Support young people to remain within their families and the community through help that reduces harm

- Support carers to provide stability for children through the 'one placement' approach
- Improve the emotional well-being of children in care through holistic packages of support
- Ensure that all children and young people have aspirational educational targets supported by outcome based plans
- Develop more opportunities for children in care to experience the world of work, to gain employability skills and to plan for their futures
- Target recruitment of carers to increase placement choice for children with more complex needs
- Deliver the 'Helping Families' document to work with partners to deliver the help families need when they need it
- Train and support carers to understand the challenges and provide stable placements for young people as they grow up

## **5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

5.1 The plan reflects the commitment of the council and its partners to prioritise services to children in care and care leavers. Whilst there are no additional resource implications, partners have affirmed commitment to prioritising children in care and care leavers in the delivery of services that meet statutory requirements and utilise resources effectively.

5.2 The Partnership Delivery Plan within the plan details how services will continue to work together to achieve success for children in care and through this joint approach provide high quality, cost effective services.

## **6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

N/A

## **7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

7.1 The plan contains details of consultation taken place with children and young people who are in or have left care in North Lincolnshire. The participation of children in care and care leavers is an integral part of the services we deliver and children and young people are involved throughout in the design, delivery and improvement of services.

7.2 This includes regular consultation with children, consistent and regular systematic mechanisms for seeking feedback, the Children in Care Council being at the forefront of participation including 'Creative Conversations' with managers, elected members and senior officers, the involvement of children in the recruitment and selection of staff and carers (including training, mentoring and support to give the children the confidence and skills to do this) and representatives of the Children in Care Council attending the Corporate Parenting Board and specific consultation through the Corporate Parenting Week events..

## **8. RECOMMENDATIONS**

8.1 That the Cabinet Member notes and supports the updated North Lincolnshire Multi-Agency Children in Care and Care Leavers Plan 2016-18.

DIRECTOR OF CHILDREN AND COMMUNITY RESILENCE

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Date: 02/02/2017

**Background Papers used in the preparation of this report:**

Updated Multi-Agency Children in Care and Care Leavers Plan 2016-2018

# Multi-Agency Children in Care and Care Leavers Plan 2016-18

Version	Date	Authors	Review Date
January 2017 refresh	19 January 2017	Mick Gibbs Pete Thorpe	December 2017

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## Foreword

As corporate parents, Children in Care in North Lincolnshire are our children – and it is deeply rooted in the culture of the Council and its partner organisations to care about them in this way. We are collectively ambitious for children in care and we expect their outcomes to be every bit as good as their peers – and better. This ambition is encompassed within our vision for safe children and vulnerable adults, supported families and carers, and transformed lives.

As corporate parents, we demand that our children in care and care leavers achieve great outcomes, so that:

- **children in care feel safe and are safe**
- **children in care enjoy good health and emotional wellbeing**
- **children in care recognise and achieve their potential**

As the Cabinet Member for Children, Families and Learning and Director of Children and Community Resilience we have specific roles and responsibilities for children in care. We will celebrate and engage our children in care; building on our progress to date by listening to the views of our children and young people. Children in our care will be at the centre of our thinking and our success will be measured by the quality of each child's experience and outcomes. So we stay focused on what matters, we will work in partnership with our Children in Care Council to agree what needs to happen next.

North Lincolnshire Council will continue to invest in family based care to achieve stability and permanence, this means working to keep children at home where it is safe to do so, or within high quality family placements where this is not the case. We recognise the invaluable role our foster carers play in this and express our ongoing commitment to them through our Foster Care Charter. We will work across the region to develop adoption services and where possible we will keep children within our area to maintain stability within each child's school and community. We will deliver our "Beyond Care" promise for Care Leavers.

This plan sets out our key priorities for Children in Care for 2016-18, alongside our pledges and commitments to the young people. It builds on our successes and sets out an ambitious agenda for further improvement. Our ambition applies to all children in care who are the responsibility of North Lincolnshire Council wherever they are living. This plan also recognises the responsibilities of the Council and its partners to children in care from other areas placed in North Lincolnshire.



Cllr David Rose  
Cabinet Member for Children, Families  
Learning  
Chair of the Corporate Parenting Board



Mick Gibbs  
Director of Children and  
Community Resilience  
North Lincolnshire Council

## Our children in care

### Who is a child in care?

- Children who are in the care of, or are provided with accommodation by, the local authority are **looked after** by the Local Authority up to the age of 18 and are encouraged to remain living with their carer past this age in 'Staying Put' arrangements.
- After 18 they cease to be *looked after* but the local authority continues to have responsibility under the Children (Leaving Care) Act 2000 (as updated in 2010) to provide advice, guidance and assistance until they are 21 (up to 25 if they are in full-time education or have a learning disability).
- The phrase "children in care" used in this document should be taken to encompass children in care, young people in care and having left care and young adults who are care leavers.
- For children who are "looked after" on a voluntary basis the parent retains parental responsibility, for those children where the Local Authority has taken "care" the Local Authority can share this along with the parents and or act on behalf of the child where this is not possible
- In North Lincolnshire, about 5 out of every 1,000 children are in care at any given time. Whilst the overall care population continues to be in line with or lower than statistical and national comparators, there has been a continued increase in the care population over the past 3 years, this correlates with the national picture



## How well are we doing for our children in care?

There is a strong commitment across partners to improving outcomes for our children in care. Examples of our successes<sup>1</sup> include:

- Whilst it has shown an increase, the rate of children looked after remains in line with statistical neighbours and the England average.
- 100% of Looked after Children reviews are consistently held within timescales.
- All looked after children have an allocated, qualified Social Worker.
- All Care Leavers have an allocated Personal Advisor (PA) up to the age of 21 years (or up to the age of 25 if they remain in education or training).
- A small minority of children live outside the local authority area. The proportion of children living outside of the area is the lowest for the past five years and compares favourably with England and statistical neighbours.
- Placement stability is better than national and statistical neighbours with few children experiencing three placement moves.
- The large majority of children have remained in the same placement for two years, or have been placed for adoption or other legal permanence.
- All looked after children have an allocated worker from the Education and Inclusion Service
- The majority of North Lincolnshire's care leavers are in education, employment and training - with rates well above England and Statistical Neighbour comparisons.
- Very few children in care in North Lincolnshire commit offences and this indicator continues to be lower than the England average
- Children in care's attendance at school continues to be high, with few missed days of school and very little persistent absence.
- There are very few children receiving an exclusion from school in the primary age range.
- In 2016, by the end of key stage 2, 80% of children had made expected progress in writing and 70% had made expected progress in mathematics
- Few children in care have moved school within the last year.
- All children in care have up-to-date health checks, assessments and reviews of their health needs and individual health plans supported by a Designated Looked after Children's Doctor and Nurse.
- All children in care have a 'Strengths and Difficulties' (SDQ) questionnaire to assess their emotional health. All children who are assessed as having 'high' needs are prioritised for a CAMHS service.

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<sup>1</sup> Data sources as of October 2016

**To further improve outcomes** for Children in Care, we have to tackle the following issues:

- Some older children's emotional well-being scores (SDQ) show limited improvement
- Some children have unplanned care entrance and some unplanned placement endings
- We sometimes struggle to match local provision to the needs of some children; consequently, a small number of children and young people are placed in external provision, (foster care or a children's home).
- Children in care don't always achieve education outcomes in line with their peers
- We need to ensure that we provide the additional support and restorative work needed to enable children to return to live with their families from care
- We need to continue to meet the challenge of reducing harm and potential harm to young people who take part in risky behaviours
- Help schools to support the emotional health of children in care so that they can achieve their potential and have high aspirations

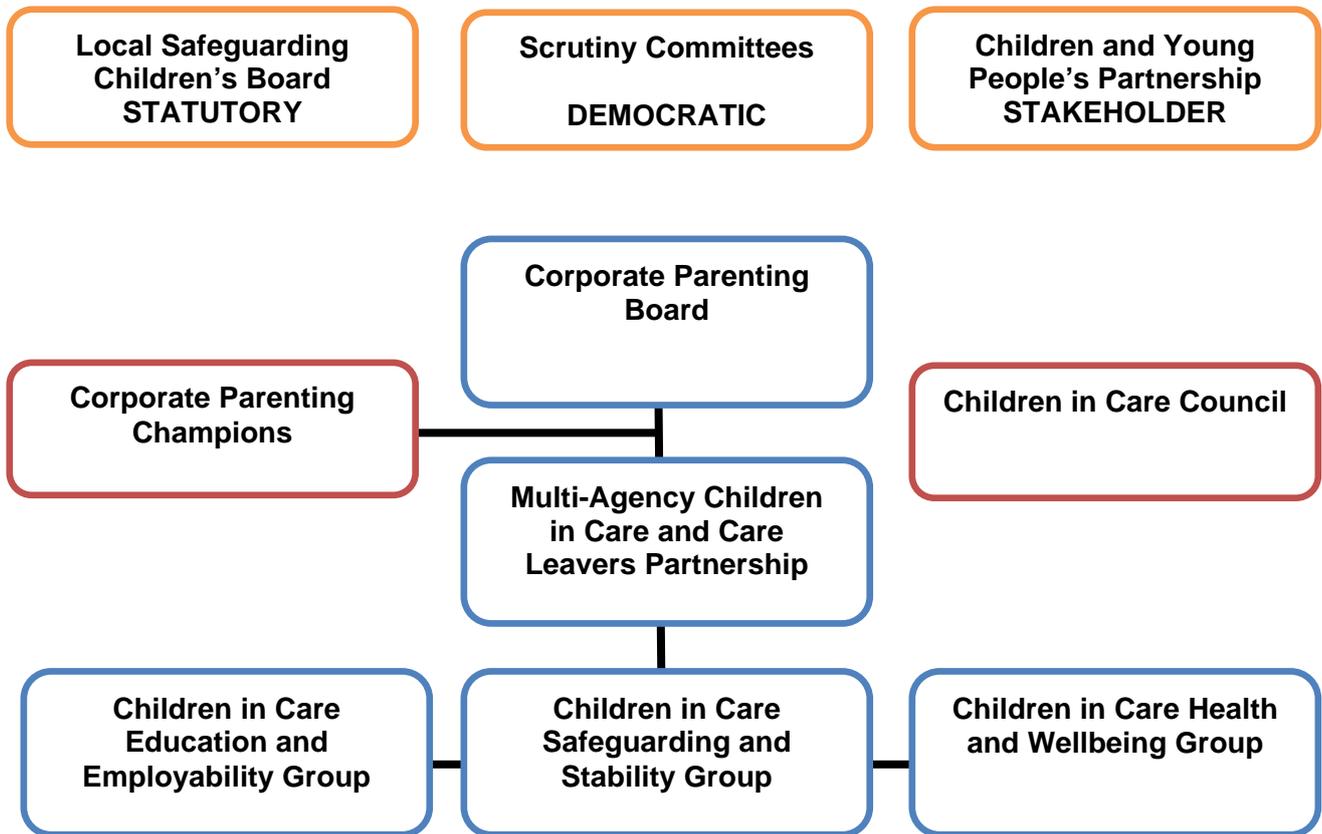
## **The Responsibilities of Corporate Parents**

**The moral imperative to improve outcomes for children in care is underpinned by specific roles and duties:**

- Children in care are accommodated by the Local Authority because their own family networks are unable to meet their needs, either temporarily or in the longer term. During their period in care, the council has a duty to provide for the child's needs in the way that a good parent would. As Corporate Parents, we must work together to provide everything that a good parent would. We must collectively care about these children and young people, as well as care for them.
- The Children Act 2004 makes it clear that the council must take the lead, via its Lead Member for and Director of Children's Services (in North Lincolnshire this is the Cabinet Member for Children, Families and Learning and Director of Children and Community Resilience), in bringing together a partnership designed to address the needs of children and young people in care. This is the Corporate Parenting Board.
- The statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services 2013 covers the legislative basis for the two appointments, roles and responsibilities of the post holders, and how this relates to Government expectations about local authorities' role in education and children and young people's services. This includes all children in the care of the local authority (regardless of where they are placed).
- Further Statutory Guidance places specific powers upon partner agencies to provide specific services for children in care or contribute to working together to meet the needs of these children. Under s10 of the 2004 Act, partners of the council are under a duty to cooperate in this endeavour, and schools have a duty to promote the well-being of children in care, Clinical Commissioning Group have statutory guidance to underpin their role and commitment to children in care

### **Governance arrangements for effective Corporate Parenting**

North Lincolnshire has an established model of Corporate Parenting. It includes well-defined decision making processes in the council with clear links to the Children in Care Council. The Council regularly reviews how we deliver these functions and that there are tangible outcomes through active and regular feedback from the children and young people.



## The Children in Care Council

To ensure that services are effective in delivering on the above priorities the partnership recognises the importance of listening, taking note of and acting upon messages from all of the children and young people in our care. This means placing children at the centre of planning, developments and practice and providing a variety of opportunities for them to be genuine partners in planning for the things that affect them. This is demonstrated at every level through the plans that we make and the records that we keep.

As corporate parents we will listen to and take into account the wishes and feelings of every child and young person in our care. This happens informally on a day-to-day basis and formally, for example as part of child in care reviews; through consistently obtaining regular feedback and checking that children and young people understand their plans and the reasons for decisions and actions taken.

As a learning organisation we ensure systems are in place to capture comments made by individuals and apply these in a more general way so that innovation and effective practice is shared and embedded in the work of all staff.

We will continue to build on engaging children and young people so that their voice is integral to our practice. This includes listening to their feedback and comments on the best way to engage with children and being flexible and responsive to their needs and requests.

The Children in Care Council (CiCC) is an integral part of the involvement of children in and leaving care in the development of services, ensuring their voices are heard and that children and young people have a real say in the issues that affect their lives.

Over the last 7 years, the CiCC has been fully involved in reviewing services, it meets regularly with the Cabinet Member for Children, Families and Learning, the Director of Children and Community Resilience, Independent Reviewing Officers, the Advocacy Officer, workers from Social Work and Fostering Teams, Training Officers and senior officers from across the council and its partners and with the young people they represent. The CiCC has been consulted on, been involved with or given feedback on a number of issues, recent examples include:

- The assessment and recruitment of foster carers and staff
- Involved in the assessment of carers
- The design and use of a number of forms, procedures, guides and leaflets
- The Corporate Parenting Pledge
- Compered the Corporate Parenting Round Table Event as part of Corporate Parenting Week
- Delivered a presentation at the World Social Work Day event
- Spaces of Safety poster
- The 'Viewpoint' system
- Corporate Parents Champions Action Plans
- Attending the Corporate Parenting Board

### **The Corporate Parenting Board**

The role of the Corporate Parenting Board is to take a clear strategic lead in ensuring better outcomes for children in care – aligning political ambition to deliver beyond statutory duties. The Corporate Parenting Board is chaired by the Cabinet Member for Children, Families and Learning and is attended by Elected Members, the Director of Children and Community Resilience, the Senior Leadership Team and partners to enable children and young people to be at the centre of the activity and board meeting.

The Board has a significant impact in raising the profile of children in care in the council and with partners and continues to build a strong council and cross agency commitment to children in care. It demonstrates a clear focus on leadership and innovation in the corporate parenting role and ensures service pledges are implemented. The Multi-Agency Children in Care and Care Leaver's Partnership takes a lead on performance on behalf of the board.

The Corporate Parenting Board:

- Oversees and leads on ensuring progress on this strategy, making sure that all services provide support and take action to honour the pledges made to children and young people

- Oversees the impact that partner agency and Service Area Delivery Plans have on children in care and care leavers ensuring action is taken if needed
- Engages with children in care and care leavers to ensure that there is meaningful communication and partnership in delivering the pledge

Corporate Parenting Champions are part of the Corporate Parenting Board and:

- ensure implementation of their action plans to make the pledge real for children in care
- provide opportunities for wider discussions and sharing experiences in carrying out the pledges
- report on the delivery, outcomes and activity in the implementation of pledges

In delivering Corporate Parenting, North Lincolnshire also utilises the framework proposed in the National Children's Bureau publication 'Putting Corporate Parenting into Practice' which is endorsed by the government as an effective model of corporate parenting.

Members of Corporate Parenting Board provide the collective leadership required to improve outcomes for children in care. Partners provide the additional commitment to children in care that a parent who is ambitious for their children would make. This shared commitment across partner organisations means that we work together to ensure:

- **children in care are a priority and have priority access to services**
- **children in care should have stability and permanence**
- **children in care are enabled to be safe, healthy, ambitious and to achieve their full potential**
- **children in care are involved in their plan and in helping to shape and to improve services**
- **corporate parents are equipped to meet the needs of our children in care**

These commitments are articulated in more detail within our Corporate Parenting Promise ([Appendix 1](#))

## **The Multi-Agency Children in Care and Care Leaver's Partnership**

Chaired by the Director of Learning, Skills and Culture this is a multi-agency group of senior and responsible officers that plans, reviews, monitors and develops all aspects of our work in relation to our statutory and aspirational work with children in care and care leavers.

The Multi-Agency Children in Care and Care Leaver's Partnership:

- Oversees the Children in Care Priority Action Plan, monitors progress and agrees actions as appropriate – reporting on its progress to the board
- Develops exception and summary reports for presentation to the Corporate Parenting Board.
- Reports on performance and activity

The Multi-Agency Children in Care and Care Leaver's Partnership provides oversight of three operational groups that ensure that the partnership continuously seeks to improve the full range of outcomes for our children and young people:

- **Children in Care Safeguarding and Stability Group**
- **Children in Care Health and Wellbeing Group**
- **Children in Care Education and Employability Group**

## **Children and Young People's Partnership (CYPP)**

An important stakeholder group with the voice of children and young people strongly represented, the CYPP sets a local agenda for improving outcomes. The CYPP in consultation with the Youth Council has agreed the following ambitions:

- **children in care feel safe and are safe**
- **children in care enjoy good health and emotional wellbeing**
- **children in care recognise and achieve their potential**

## What will success look like?

### Outcomes:

As a multi-agency partnership our purpose is to ensure that:

- children in care feel safe and are safe
- children in care enjoy good health and emotional wellbeing
- children in care recognise and achieve their potential

### Drivers:

Achieving these outcomes for children in care will require:

- empowering children in care
- building family and community capacity
- developing the workforce

**Priority Actions that must be addressed in 2016-18 (See [Appendix 3](#)).**

#### **A. Children in care feel safe and are safe**

1. Support young people to remain within their families and the community through help that reduces harm
2. Support carers to provide stability for children through the 'one placement' approach
3. Ensure children progress to timely permanence through the robust and effective use of court processes
4. Give children the information they need to make positive and safe decisions, with peers, on line and in the community

#### **B. Children in care enjoy good health and emotional wellbeing**

1. Improve the emotional well-being of children in care through holistic packages of support
2. Promote the resilience of children in care and care leavers
3. Equip carers to help children enjoy good health and emotional well-being
4. Ensure children in care have up-to-date medical assessments and plans

5. Give every child the opportunity to take part in positive activities
6. Help children to live healthy lifestyles

### **C. Children in care recognise and achieve their potential**

1. Ensure that all children and young people have aspirational educational targets supported by outcome based plans
2. Embed and enhance the new virtual school in monitoring, supporting, challenging and intervening with schools and other settings on behalf of children in care
3. Develop methods for identifying and assessing SEN for children in care at the earliest point
4. Develop more opportunities for children in care to experience the world of work, to gain employability skills and to plan for their futures

### **D. Empowering children in care**

1. Ensure children's views are fully considered in their plans and the services we deliver
2. Develop the new 'Promise' to children in care and care leavers alongside children and young people
3. Provide a variety opportunities for children to share their views and ideas

### **E. Building family and community capacity**

1. Target recruitment of carers to increase placement choice for children with more complex needs
2. Deliver the 'Helping Families' document to work with partners to deliver the help families need when they need it
3. Train and support carers to understand the challenges and provide stable placements for young people as they grow up

### **F. Developing the workforce**

1. Develop a dedicated team with the skills, training and support to deliver timely and effective court proceedings
2. Equip staff with the knowledge and skills to build on Restorative models of practice
3. Develop a specific on-line training program for staff, carers and elected members

4. Refresh training on Personal Education Plans to raise expectations of education attainment

## Appendix 1: Our Corporate Parenting Promise

The Council, the Lead Member and partners on the Corporate Parenting Board take a clear strategic lead to ensure we fulfil our responsibilities towards our children and young people in care and children and young people experience better outcomes.

The Corporate Parenting Pledge has been in place in North Lincolnshire for a number of years and complements and sits alongside our Care Leavers and Foster Care Charters. It was developed with members of the Children in Care Council to set out the responsibilities of Corporate Parents for Children in Care. The pledge has been central to delivering corporate parenting that is aspirational and effective.

Building on the on-going support and involvement of Corporate Parents from all agencies to further develop this, plan for the future and ensure that our aspirations for children in care and care leavers are clear, developmental and forward thinking, we have developed the pledge and charters in conjunction with implementing our Care Leavers Local Offer (as required by the Children and Social Work Bill) into the **North Lincolnshire Corporate Parenting Promise 2016-2018**. The purpose is to have a child-focused, aspirational and comprehensive Promise to children in care and care leavers. This promise will:

- tell children and young people what they can expect from North Lincolnshire Council and partners as a child in care or care leavers
- encourage best practice
- promote positive and better outcomes
- reinforce the corporate parenting responsibilities of all partners
- provide clear information on the services, support and resources all partners will deliver to children in care and care leavers

The Children in Care Council have been consulted regarding the promise and its content and agreed what it includes.

## **1a. Corporate Parenting Promise to Children in Care and Care Leavers (2016 – 2018)**

As Corporate Parents for Children in Care and Care Leavers in North Lincolnshire, we promise to:

- act in the best interests, and promote the health and well-being, of children in care and care leavers;
- encourage children in care and care leavers to express their views, wishes and feelings;
- take into account the views, wishes and feelings of children in care and care leavers;
- help children in care and care leavers gain access to, and make the best use of, services provided by the local authority and its relevant partners;
- promote high aspirations, and seek to secure the best outcomes, for children in care and care leavers;
- for children in care and care leavers to be safe, and for stability in their home lives, relationships and education or work;
- prepare children in care and care leavers for adulthood and independent living.

To do this we will:

- Ask your views, listen to what you say and act on it
- Support you and give you the information you need to lead a healthy lifestyle
- Support you to feel safe
- Support you to have contact with your family and friends
- Make sure services and support are available to help you to be the best you can be
- Have ambitions for you and support you to achieve your goals
- Have high expectations of you and expect you to act sensibly
- Support you to access the education and training you need and help you develop your skills and achieve your aspirations
- Work with you to support other children and young people who may have had similar experiences
- Provide opportunities for training and work experience and support you to find employment
- Support you and your children while you gain life experience and become independent from us
- Provide an open door for support and advice, whatever your age
- Celebrate your successes and achievements
- Help you be involved in the community

Complementing the Corporate Parenting Promise, the Council and its partners have committed to the following promises:

### **1b. National Charter for Care Leavers**

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/264694/Care\\_leavers\\_charter.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/264694/Care_leavers_charter.pdf)

**In brief, our promise to Care Leavers is to:**

- respect and honour your identity
- believe in you
- listen to you
- inform you
- support you
- find you a home
- be a lifelong champion

Additionally, North Lincolnshire Council supports the **Barnardo's Beyond Care Campaign** so that care leavers in North Lincolnshire have good accommodation and support.

### **1c. Foster Carers Charter**

**The North Lincolnshire Foster Carers Charter sets out our commitment to foster carers. This document is available to the public on the Council's website:**

<http://www.northlincs.gov.uk/people-health-and-care/adopt-or-foster-for-north-lincolnshire/a-great-place-to-foster/fostering-in-north-lincolnshire/>

## Appendix 2: Corporate Parenting Development

### Background

Corporate Parenting development is important to ensure that all partners, Senior Officers and Elected Members understand the needs of children in care and care leavers, their responsibilities and how they can support the children and young people as Corporate Parents.

The Services to Children and Young People Workforce Strategy sets out in detail the Local Authority's approach to ensuring the workforce has the capacity to improve outcomes.

### Corporate Parenting Training for Elected Members

Elected Members have a responsibility to ensure that services for our children and young people are good and to ensure there are sufficient resources and accommodation choice. Elected Members also take part in visits to Children's Homes, scrutinise services and have an overview of performance measures to ensure children in care are safe and services are effective.

All elected members are expected to undertake training to ensure they have the knowledge to fulfil their safeguarding and corporate parenting responsibilities.

The Councils overall commitment to the children in our care is contained within the North Lincolnshire Corporate Parenting pledge. The Council regularly reviews how we deliver these functions and ensure tangible outcomes through active and regular feedback from the children and young people.

There are two key courses provided for elected members:

- Safeguarding including CSE
- Corporate Parenting

The **Safeguarding Training** course details the key issues in ensuring children are safe. It explains the role of the LSCB and how agencies work together to safeguard children. The training provides the opportunity for members to talk about their roles, their perceptions and how they can contribute to keeping children safe.

The **Corporate Parenting Training** details the responsibilities and roles of members and Senior Officers as Corporate Parents for children in and leaving care. The training provides information on the care population in North Lincolnshire, the roles of carers and services and the needs of children in care.

The training includes case examples and exercises to highlight the role of members as Corporate Parents. It is based around the National Children's Bureau guide "**Putting Corporate Parenting into Practice - A Handbook for Councillors**" and the North Lincolnshire guidance "**Corporate Parenting - A Guide for Elected Members and Senior Managers**"

It provides the opportunity for Elected Members and Senior Officers to discuss issues relating to corporate parenting, share ideas and raises awareness of the issues facing children in and leaving care.

## Appendix 3: Partnership Delivery Plan for Children in Care and Care Leavers 2016 – 2018

### A. Children in care feel safe and are safe

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
A1. Support young people to remain within their families and the community through help that reduces harm	Fully embed the Family Solutions Meeting Model across services to utilise it as part of early help to enable children to live safely within their families	September 2017	The age profile and number of children entering care	Lead Principal Officer – Case Management
	Deliver the Helping Families (Threshold Document) to ensure children and families receive the earliest help at the earliest opportunity and are enabled to be free of statutory services.	January 2017	The numbers of children in care	Principal Officer – Regulatory and Support Services
	Review and develop the role of the ‘crisis’ service as part of the overall approach to family support services and in line with the principles and models in the Helping Families document of the right services at the right time	April 2017	Families supported to remain together Reduced number of care entrants	Lead Principal Officer – Case Management
	Further develop integrated working as part of the Early Interventions Team to target families with children at risk of offending who require early help and support. Develop resources at Oswald House as ‘safe space’ for young people.	May 2017	Reduced number of children entering the youth justice system Children say they feel safe	Lead Principal Officer – Case Management
	Review the issues, practice and impact of Connected Person’s placements. Develop processes, practice and resources to ensure the effective use of Connected Person’s placements to ensure children achieve permanence within their family networks	March 2017	Families supported to remain together Reduced number of care entrants	Lead Principal Officer – Case Management/Principal Officer Regulated Services

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
A2. Support carers to provide stability for children through the 'one placement' approach	Fully embed and deliver the 'one placement' approach so that all placements made or on the basis that it is the child's only placement for as long as is needed – either to return to their family, achieve alternative legal permanence or remain in the placement into adulthood.	Feb 2017	Children live in stable placements Reduction in the number of children placed externally % with 3 or more placement moves % in the same placement 2+ years	Principal Officer Regulatory and Support Services
	Further developing schemes for older young people and as alternatives to external placement's and or secure remand placements including: <ul style="list-style-type: none"> <li>▪ Carers with the skills to care for older young people and those with complex needs</li> <li>▪ Supported placements for older young people as stepping stones to independent living</li> <li>▪ Parent and baby family based provision</li> <li>▪ Continue to build on the range of accommodation and placements to increase choice and further enable children to "stay put".</li> </ul>	March 2017	Children live in stable placements Reduction in the number of children placed externally % with 3 or more placement moves % in the same placement 2+ years	Principal Officer Regulatory and Support Services
A3. Ensure children progress to timely permanence through the robust and effective use of court processes	Ensure staff have the skills, knowledge and support to continue to meet the requirements of the PLO framework and are updated with developments and changes through: <ul style="list-style-type: none"> <li>• Continued programme of training for Social Workers and other staff</li> <li>• Continue to ensure the early identification and assessment of extended family members</li> <li>• Continue to contribute to the LFJB in order to shape and influence developing practice.</li> </ul>	April 2017	PLO timescales - % of court cases completed within 26 weeks % children in care who progress to legal permanence Adoption scorecard indicators	Lead Principal Officer – Case Management

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
	<p>Review and further develop the decision making and QA processes in relation to entry to care and PLO processes to ensure continued robust scrutiny, challenge and oversight.</p> <p>Develop the links t specialist parenting assessments through dedicated workers within the service</p> <p>Regular review of the effectiveness of these processes.</p>	<p>February 2017</p> <p>March 2017</p> <p>6 monthly</p>	<p>PLO timescales - % of court cases completed within 26 weeks</p> <p>% children in care who progress to legal permanence</p> <p>Profile of Care Population</p>	<p>Lead Principal Officer – Case Management</p>
A4. Give children the information they need to make positive and safe decisions, with peers, on line and in the community	<p>Provide an ongoing programme of information, awareness raising and training to give children and young people and their carers the understanding, knowledge and support frameworks to reduce their vulnerability to CSE</p>	<p>June 2017</p>	<p>Reduction in assessed vulnerability to CSE</p> <p>All children have been provided with awareness raising in relation to CSE risks</p> <p>All carers provided with awareness raising in relation to CSE</p> <p>Children in care and care leavers say they feel safe</p>	<p>Lead Principal Officer – Case Management</p> <p>Principal Officer Regulatory and Support Services</p>
	<p>Understand the reasons children are reported as ‘Missing’ and work with children and young people to build on approaches to reduce the incidences and reduce harm. - including refreshing the definitions and further training for carers and officers</p>	<p>April 2017</p>	<p>Reduction in episodes of children reported missing</p> <p>Children say they feel safe</p>	<p>Principal Social Worker</p>

## B. Children in care enjoy good health and emotional wellbeing

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
B1. Improve the emotional well-being of children in care through holistic packages of support	Review and further develop the approach to supporting the emotional well-being of children and young people including holistic support, the use of SDQs and the Tiered Foster Care approach to supporting children to remain in stable placements with their carers	June 2017	Placement stability Reduced disruptions Improved SDQ scores	Principal Officer – Regulatory and Support Services
	Build on the specialist support in place for children in care in relation to their emotional and mental health to ensure it continues into adulthood <ul style="list-style-type: none"> <li>- Development of CAMHS services for older teenagers</li> </ul>	July 2017	Proportion of older young people with improvements in SDQ scores Feedback from young people	Children's Commissioner - CCG
B2. Promote the resilience of children in care and care leavers	Ensure that bullying that involves children in care and care leavers is identified and action is taken including: <ul style="list-style-type: none"> <li>• Awareness raising for schools regarding the issues facing children in care and bullying</li> <li>• Review and update of bullying processes</li> <li>• Consultation with CiC/CL regarding approaches to dealing with bullying</li> </ul>	June 2017	Children's feedback regarding responses to bullying Reduces reported bullying of CiC in schools and other settings	Virtual Head for Children in Care / Principal Officer Virtual School & Inclusion / Principal Officer Regulatory and Support Services
	Review and develop the support to young people during the transition to their own accommodation and living independently	August 2017	Young people say they feel safe and supported in their own accommodation	Principal Officer Regulatory and Support Services
B4. Ensure children in care have up-to-date medical assessments and plans	Review the capacity of dedicated health services to Children in Care to ensure there is sufficient dedicated doctor capacity to complete adoption and other medical assessments.	Feb 2017	Timeliness of adoption processes to minimise delay Improved Adoption Scorecard indicators	Children's Commissioner - CCG
B5. Give every child the opportunity to take part in positive activities	Increase robustness of planning and support including pre-placement planning meetings, reviews and Corporate Parenting Action plans, to include opportunities and clear support plan to include activities for the child.	March 2017	Placement stability Children's feedback and perception Foster carers views and feedback	Principal Officer Regulatory and Support Services

B6. Help children to live healthy lifestyles	Review the collation of information and further develop approaches to the use of substances by children in care and care leavers.	July 2017	Reduction in the use of substances Placement stability	Children's Commissioner - CCG
B6. Help children to live healthy lifestyles	Develop a 'Health Passport' for children in care	Sept 2017	Children enjoy healthy outcomes	Children's Commissioner - CCG

### Children in care recognise and achieve their potential

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
C1. Ensure that all children and young people have aspirational educational targets supported by outcome based plans	<p>Ensure robust delivery and QA processes of the PEP from early years to college led by the Virtual School for children in care to ensure it is aspirational and demonstrates how the Pupil Premium enhances the child's attainment.</p> <p>Including:</p> <ul style="list-style-type: none"> <li>Reviewing the ePEP and compliance / quality across all schools</li> <li>Providing feedback, training and support for Designated teachers and Social Workers</li> </ul>	Feb 2017	<p>Attainment at key stages GCSEs at A* - C School attendance Attendance in further education</p>	Virtual School Head Teacher / Principal Officer Virtual School & Inclusion
C2. Increase the capacity of the virtual school for monitoring, support, challenge and intervention	<p>Develop the role of the Education and Inclusion Service to ensure all children and young people have a named worker and support in their educational provision with an intensive focus on those LAC who require the additional support</p> <p>Virtual School Head teacher to quality assure use of Pupil Premium and provide regular updates to Education &amp; Employability Group and schools.</p> <p>Strengthen the role of the Virtual Head to provide robust oversight and direction to the virtual school</p>	<p>September 2016 and on-going</p> <p>March 2017</p> <p>March 2017</p>	<p>Individual looked after pupils - aspirational outcomes quality assured via the ePEP / FFT 20 end of Key Stage targets, monitored on a termly basis via the ePEP. / Attendance, exclusions</p> <p>Provider based outcomes - LAC cohort attainment, progress, attendance, exclusion,</p>	Virtual School Head Teacher / Principal Officer and Lead Officer, Virtual School & Inclusion

<p>C3. Develop methods for identifying and assessing SEN for children in care at the earliest point</p>	<p>Ensure all children in care are identified for any SEN needs and considered for an EHC plan at the earliest point where there are identified educational, health and care needs</p> <p>Education and Inclusion Team to provide advice and support for officers in relation to early identification and appropriate actions where there are emerging learning needs, with specific intervention from the Emotional Health and Wellbeing team within Education Inclusion</p> <p>Ensure all transition points are planned for and the resilience of CiC is built ahead of transfer.</p>	<p>Sept 2016 and on-going</p>	<p>Education and employment of CiC School attendance Children making 2 levels of progress GCSEs at A* - C</p>	<p>Virtual School Head Teacher / Principal Officer Virtual School &amp; Inclusion</p>
<p>C4. Develop more opportunities for children in care to experience the world of work, to gain employability skills and to plan for their futures</p>	<p>Further develop and provide work based opportunities for children in care and care leavers through Corporate Champions and the use of Aspirations Days Including ensuring CiC/CL are prioritised for apprenticeship opportunities, internships and supported internships Support young people to develop their employability through advice, assistance and support – including interview skills and CV writing Further develop links with Hull University in developing information and awareness and raising aspirations from primary stage upwards</p>	<p>March 2017 and ongoing</p>	<p>% young people who are EET</p>	<p>Corporate Parenting Champions Virtual School Head Teacher / Principal Officer Virtual School &amp; Inclusion</p>

#### D. Empowering children in care

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
<p>D1. Ensure children's views are fully considered in their plans and the services we deliver</p>	<p>Revise the Quarterly Question process to enable the Children in Care Council Central to utilise the process for wider consultation with all children in care and care leavers</p>	<p>March 2017</p>	<p>Children in care and care leavers say they feel safe Children in care and care leavers say they feel listened to</p>	<p>Principal Officer Regulatory and Support  Principal Officer - Safeguarding</p>

D2. Develop the new 'Promise' to children in care and care leavers alongside children and young people	<p>Develop the existing pledge and charters into a new 'Promise'. Ensure that the promise:</p> <ul style="list-style-type: none"> <li>tells children and young people what they can expect from North Lincolnshire Council and partners as a child in care or care leavers</li> <li>encourages best practice</li> <li>promotes positive and better outcomes</li> <li>reinforces the corporate parenting responsibilities of all partners</li> <li>provides clear information on the services, support and resources all partners will deliver to children in care and care leavers</li> </ul>	March 2017	<p>Placement stability</p> <p>Children's feedback and perception</p> <p>Children in care and care leavers say they feel safe and listened to</p> <p>New opportunities for children in care and care leavers</p>	<p>Lead Principal Officer – Case Management</p> <p>Head of Integrated Commissioning, Partnerships and Health Improvement</p>
	<p>Develop a comprehensive directory of Corporate Parenting Champions and services for all children in care/care leavers with a brief outline of what they provide and additional opportunities they offer.</p>	March 2017	<p>New opportunities for children in care and care leavers</p>	<p>Head of Integrated Commissioning, Partnerships and Health Improvement</p>
D3. Provide a variety of opportunities for children to share their views and ideas	<p>Further develop the role of the CiCC and Creative Conversations building further regular interfaces between children in care and Corporate Parents</p> <p>Build on the Quarterly Question to link it directly to the CiCC</p> <p>Ensure feedback from all services and partners to children via the Corporate Parenting Board</p>	July 2017	<p>Children's feedback and perception</p> <p>Children in care and care leavers say they feel safe</p>	<p>Head of Integrated Commissioning, Partnerships and Health Improvement</p>

## E. Building family and community capacity

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
E1. Target recruitment of carers to increase placement choice for children with more complex needs	Continue a regular programme of recruitment activities to increase the number of foster carers to meet the projected needs for local authority accommodation and where there may be a surplus, develop a business model to contract out surplus beds/places. With the aim of achieving 20 new fostering families plus 10 for UASC, with at least 22 additional foster placements for older/difficult to place children	March 2017 and ongoing	Older young people remain in the same placements Reduction in the use of external placements  Improved stability of placements – reduction in the % of children with 3 or more placements and increase in % in long-term stable placements (2 yrs +) 20 new fostering families, with at least 12 additional foster placements for older/difficult to place children	Principal Officer Regulatory and Support Services
	Develop commissioning relationships with local partners and providers to develop a range of accommodation options for older young people including UASC and for Care Leavers returning from external placements post 18	April 2017	Stability of placements Staying put arrangements	Principal Officer Regulatory and Support Services
	Develop a range of accommodation options for older young people including UASC and for Care Leavers returning from external placements post 18	July 2017	Stability of placements Older young people say they feel safe in their placements	Principal Officer Regulatory and Support Services
E2. Deliver the 'Helping Children and Families' document to work with partners to deliver the help families need when they need it	Ensure principles, processes and practices detailed in the document are fully implemented and embedded in practice.	January 2017 and ongoing	Reduced number of care entrants Age profile of care entrants Care population	Lead Principal Officer – Case Management

E3. Train and support carers to understand the challenges and provide stable placements for young people as they grow up	<p>Further developing placements for older young people including developing and supporting :</p> <ul style="list-style-type: none"> <li>• Carers with the skills to take older young people and those with complex needs</li> <li>• Supported placements for older young people as stepping stones to independent living</li> <li>• Continue to build on the range of accommodation and placements to increase choice and further enable children to “stay put”.</li> </ul>	July 2017	<p>Children live in stable placements Reduction in the number of children placed externally % with 3 or more placement moves % in the same placement 2+ years</p>	Principal Officer Regulatory and Support Services
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## F. Developing the workforce

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
F1. Develop a dedicated team with the skills, training and support to deliver timely and effective court proceedings	Establish a dedicated, highly skilled response to cases in a court process through the re-shaping of Social Work Services including the development of a dedicated court team within Social Work Case Management,	Jan 2017	<p>PLO timescales - % of court cases completed within 26 weeks</p> <p>Outcome of proceedings – children achieving legal permanence</p>	Lead Principal Officer – Case Management
F2. Equip staff with the knowledge and skills to build on Restorative models of practice	<p>Develop a programme of training and support across the children’s workforce (in conjunction with partners) to develop Restorative Practice that is consistently applied.</p> <p>Establish Restorative Champions within each service/team</p> <p>Share knowledge and practice with colleagues and partners to develop an holistic approach</p>	June 2017	<p>Families are supported to stay together – reduced numbers on CiN / CP plans and entering care</p> <p>Children say that they feel safe</p>	Principal Officer – Safeguarding

F3. Develop a specific multi-agency on-line Corporate Parenting training programme for staff, carers and elected members	Ensure staff have understanding and awareness of Corporate Parenting, how it is delivered in North Lincolnshire and their roles.	March 2017	Corporate parenting activity, monitored via the Champions Group and Corporate Parenting Board	Lead Principal Officer – Case Management
F4. Refresh training on Personal Education Plans to raise expectations of education attainment	Ensure all staff, including designated teachers and social workers understand the expectations of the completion of EPEPs on Welfare Call, timescales, progress and attainment, aspirations and best use of pupil premium	February 2017 and ongoing	All EPEPs are completed within timescale and to a high quality	Virtual School Head Teacher / Principal Officer Virtual School & Inclusion / Lead Officer – Case Management

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