

**NORTH LINCOLNSHIRE COUNCIL**

**CHILDREN'S SERVICES CABINET MEMBER**

**PUBLICATION OF THE MULTI-AGENCY CHILDREN IN CARE AND CARE LEAVERS PLAN**

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

- 1.1 This report seeks approval to publish the Multi Agency Children in Care and Care Leavers Plan for 2015-17

**2. BACKGROUND INFORMATION**

- 2.1 Achieving excellent outcomes for our children in care and care leavers is a priority for North Lincolnshire Council. The Multi Agency Children in Care and Care Leavers Plan for 2015-17 confirms our commitment and plans for ensuring that:

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

- 2.2 The 2015-17 plans build on the successes of our partnership for improving outcomes for children in care and care leavers. These successes include:

- The number of children entering care has reduced and the rate of children looked after remains below national and statistical neighbours.
- 100% of Looked after Children reviews are consistently held within timescales.
- All looked after children have an allocated, qualified Social Worker.
- 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 four 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.
- Over the year the average time taken to complete care proceedings has shown a significant improvement.

- The rate of adoption orders is better than the England and regional comparisons.
- All looked after children have an allocated worker from the Looked After Children's Education Service
- The majority of North Lincolnshire's care leavers are in education, employment and training - with rates well above England and Statistical Neighbour comparisons.
- Children's attendance at school is in the top quartile nationally, with few missed days of school and no persistent absence.
- There are very few children receiving an exclusion from school in the primary age range.
- The large majority of children in care for a year or more achieve two levels of progress in reading, writing and mathematics at key stage 2
- 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.

[Data sources August 2015]

2.3 As well as specific actions linked to the outcomes, partner agencies to the Council have committed to accelerate the pace of improvement by:

- **celebrating and engaging children in care**
- **building family and community capacity**
- **developing the workforce**

### 3. OPTIONS FOR CONSIDERATION

3.1 Approve and publish the Multi Agency Children in Care and Care Leavers Plan for 2015-17.

3.2 Do not approve the new plans.

### 4. ANALYSIS OF OPTIONS

4.1 Approving and publishing the Multi Agency Children in Care and Care Leavers Plan for 2015-17 demonstrates how the Council is meeting its statutory obligations for ensuring high quality outcomes for every child in care and care leaver. Approval recognises the contribution of partner agencies to improving outcomes and reinforces the range of commitments that agencies have made as Corporate Parents.

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

5.1 The Local Authority's actions within the Multi Agency Children in Care and Care Leavers Plan for 2015-17 are deliverable within the agreed budgets. The plans reflect the commitment of the Council and its partners to prioritise services to children in care and care leavers through the Corporate Parenting Pledge; this effective partnership work safeguards outcomes for children in care and care leavers and so mitigates failure costs.

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

6.1 The Integrated Impact Assessment acknowledges that this proposal seeks to make a positive impact on outcomes for children in care and care leavers as a discrete group. This is consistent with the statutory duties of the Council.

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

7.1 Seeking the views of every child, family and foster carer is integral to how services for Children in Care and Care Leavers work in North Lincolnshire and these views have informed the plans. A specific consultation event has been held with foster carers. The Children in Care Council has been consulted on and contributed to identifying the themes within the plan. The Virtual School Head has been consulted about the education actions. The draft Multi Agency Children in Care and Care Leavers Plan for 2015-17 has been considered at a meeting of the Corporate Parenting Board, which also has representation from young people with experience of care. The approval of the Multi Agency Children in Care and Care Leavers Plan for 2015-17 has broad support.

## 8. **RECOMMENDATIONS**

8.1 To approve and publish the Multi Agency Children in Care and Care Leavers Plan for 2015-17.

DIRECTOR OF PEOPLE

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Author: Pete Thorpe  
Date: 22 October 2015

**Background Papers used in the preparation of this report:** Multi Agency Children in Care and Care Leavers Plan for 2015-17 [Appended]

# Multi Agency Children in Care and Care Leavers Plan 2015-17

Version	Date	Authors	Review Date
Approved - includes action plan	2 November 2015	Mick Gibbs Pete Thorpe	October 2016



# Contents

	Page
<b>Foreword</b>	3
<b>Our children in care</b>	4
<i>Who is a child in care?</i>	
<i>How well are we doing for our children in care?</i>	
<b>The Responsibilities of Corporate Parents</b>	7
Specific roles and duties	
Governance arrangements for effective Corporate Parenting	
<b>What will success look like?</b>	12
Outcomes	
Current key priorities for Children in Care	
Priority Actions for 2015 – 2017	
<b>Appendix 1: Our pledges and charters</b>	15
1a. Corporate Parenting Pledge for 2015 – 2017	
1b. Care Leavers Charter & Barnardo's Beyond Care Campaign	
1c. Foster Care Charter	
<b>Appendix 2: Corporate Parenting Development</b>	17
<b>Appendix 3: 2015 – 2017 Delivery Plan</b>	18

## 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 achieve their potential**

As the Cabinet Member for Children’s Services and Director for People 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 2015-17 and pulls together 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 that are placed in North Lincolnshire.



Cllr David Rose

Cabinet Member for Children’s Services  
Chair of the Corporate Parenting Board



Denise Hyde

Director for People  
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; this is lower than national and statistical neighbours and reflects that we have well developed preventative approaches that support families to stay together.





## 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:

- The number of children entering care has reduced and the rate of children looked after remains below national and statistical neighbours.
- 100% of Looked after Children reviews are consistently held within timescales.
- All looked after children have an allocated, qualified Social Worker.
- 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 four 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.
- Over the year the average time taken to complete care proceedings has shown a significant improvement.
- The rate of adoption orders is better than the England and regional comparisons.
- All looked after children have an allocated worker from the Looked After Children's Education Service
- The majority of North Lincolnshire's care leavers are in education, employment and training - with rates well above England and Statistical Neighbour comparisons.
- Children's attendance at school is in the top quartile nationally, with few missed days of school and no persistent absence.
- There are very few children receiving an exclusion from school in the primary age range.
- The large majority of children in care for a year or more achieve two levels of progress in reading, writing and mathematics at key stage 2
- 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 August 2015

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

- Older children in care don't achieve education outcomes in line with their peers
- Some children's emotional well-being shows limited improvement
- Some children have unplanned care entrance and some unplanned placement endings
- Some young people do not make successful transitions to adulthood
- We sometimes struggle to match local provision to the needs of some children; consequently, some children are placed in agency foster care
- Wider support and opportunities for young people is not always bespoke enough or considerate of the needs of older young people on the edge of care
- Some children's journey to permanence takes too long.
- Business process and bureaucracy does not always encourage the delegation of authority to foster carers and enable social workers to "give up" control.

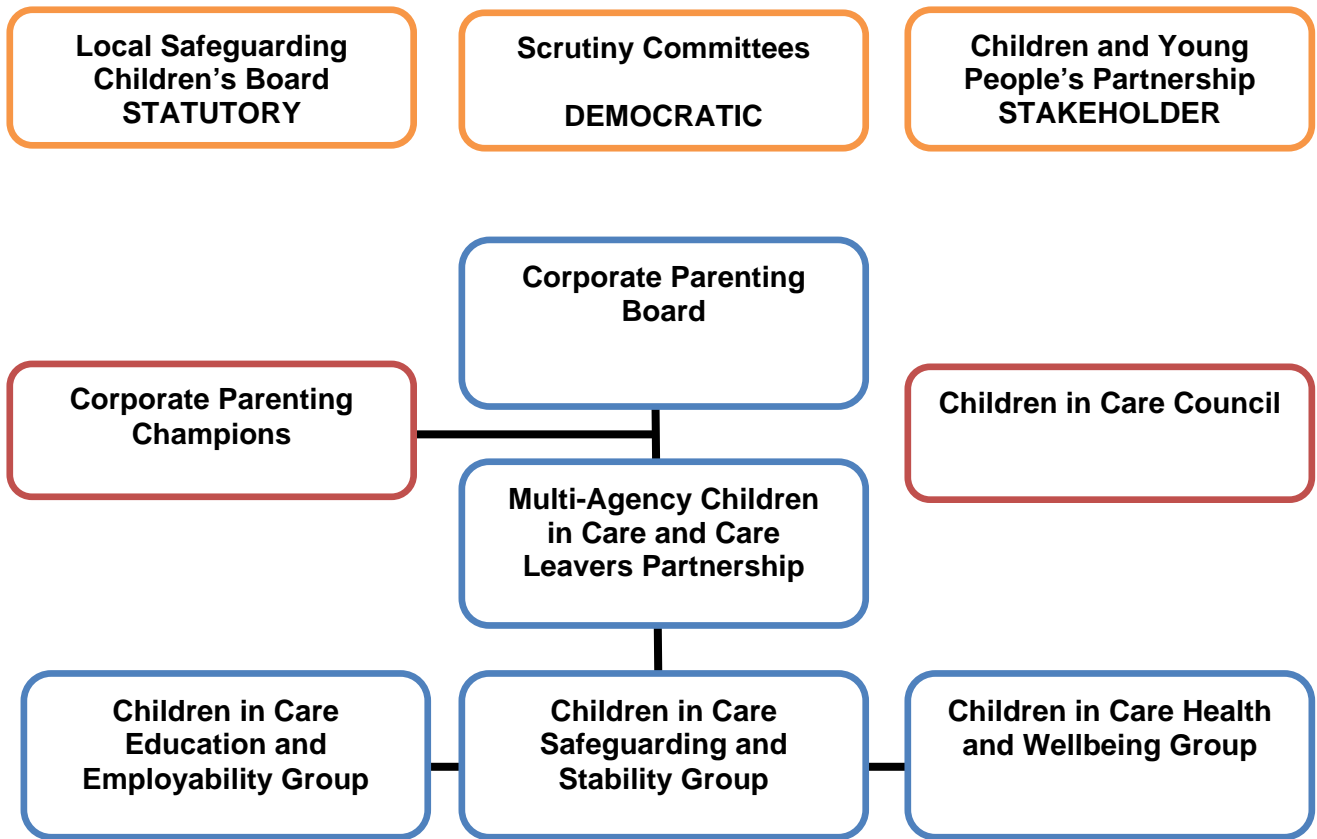
## **The Responsibilities of Corporate Parents**

**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 Children's Services (in North Lincolnshire this is the Cabinet Member for Children's Services) and its Director of Children's Services (in North Lincolnshire this is the Director of People), 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's Services, the Director of People, 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 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
- 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's Services and is attended by Elected Members, The Director for People, 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 Pledge ([Appendix 1](#))

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

Chaired by the Director for People, 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**

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 for 2015/16:

1. Children and Young People and Families are empowered to keep themselves safe
2. Children and Young People are supported to enjoy positive emotional wellbeing and mental health
3. Children and Young People are supported to develop their employability skills and career pathways

## **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 achieve their potential**

### **Drivers:**

Achieving these outcomes for children in care will require:

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

**Priority Actions that must be addressed in 2015-17 (See [Appendix 3](#)).**

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

1. Strengthen edge of care services and reduce need for late care entrance
2. Further improve stability of education, health and care provision
3. Equip children with cognitive skills 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. Enhance the emotional well-being of children through therapeutic support
2. Develop access to wider therapeutic support utilising a panel of experts
3. Eradicate bullying of children in care
4. Equip services to help children in care develop attachment and belonging
5. Ensure children in care access timely medical assessments
6. Ensure that every child in care takes part in a positive activity



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

1. Ensure that our youngest children in care benefit from outstanding provision within the Early Years and are ready for school
2. Increase the capacity of the virtual school for monitoring, support, challenge and intervention
3. Implement stronger accountability on education providers for attainment of children in care – especially older young people and older entrants to care
4. Ensure that the children in care make successful transitions and are ready for the next stage in their learning
5. Develop more opportunities for children in care to experience the world of work, to gain employability skills and to plan for their futures

### **D. Celebrating and engaging children in care**

1. Ensure Children are represented at the centre of their records, their plans and their services
2. Review and build nuanced provision in line with what children want and need
3. Policy and procedure is reviewed and developed to support children having control of their decisions, in line with their peers

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

1. Increase recruitment and placement choice, foster care and satellite provision
2. Enable a new role and relationship with foster carers
3. Re-think and re-provide leaving care and support services
4. Deliver a scheme of delegated authority to carers and young people

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

1. “Sub Regionalise” – combined adoption services
2. Re-visit and update Creating Success for Children in Care
3. Develop a specific multi agency training program for staff, carers and elected members

**Review and modernise business process, branding, websites, payments, transport, recording**

# Appendix 1: Our pledges and charters

## 1a. Corporate Parenting Pledge for 2015 – 2017 (Agreed at CPB July 2015)

The Corporate Parenting Pledge has been developed with members of the Children in Care Council and sets out our promise to:

- 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 to 'Stay Put' in your home
- Provide advice and guidance for 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 Pledge, 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 2015 – 2017

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

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
A1	Strengthen edge of care services and reduce need for late care entrance	Develop the Family Solutions Meeting Model across services to utilise it as part of early help to enable children to live safely within their families	January 2016	The age profile and number of children entering care	Principal Officer – Case Management  Principal Officer – Regulatory and Support Services
A2	Further improve stability of education, health and care provision	Extend the 'Staying Put' policy to children's homes	September 2015	Placement stability Reduced numbers who leave care aged 16/17	Principal Officer Regulatory and Support Services
A2	Further improve stability of education, health and care provision	Provide an offer to support the stability of children subject to SGO/Care Arrangements	October 2015	Children live in stable placements	Principal Officer Regulatory and Support Services
A3	Equip children with cognitive skills to make positive and safe decisions, with peers, on line and in the community	Ensure staff have the understanding, knowledge and support frameworks to identify children in care and care leavers potentially vulnerable to CSE and take action to safeguard them	October 2015	Reduction in assessed vulnerability to CSE All children have been provided with awareness raising in relation to CSE risks All carers provided with awareness raising in relation to CSE Children in care and care leavers say they feel safe	Principal Officer – Case Management Principal Officer Regulatory and Support Services
A3	Equip children with cognitive skills to make positive and safe decisions, with peers, on line and in the community	Implement models of recognised direct work with children who are vulnerable to and identified to be at risk of CSE	July 2015 and ongoing	Older young people entering care Perception surveys Referrals	Principal Officer – Case Management

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

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
B1	Enhance the emotional well-being of children through therapeutic support	Review the Tiered Foster Care approach to supporting children to remain in stable placements with their carers - further develop 'nuanced' approaches to supporting carers including further development of tiered Therapeutic Support leading to improved SDQ scores			
B1	Enhance the emotional well-being of children through therapeutic support	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>	Jan 2016	Proportion of older young people with improvements in SDQ scores Feedback from young people	Chair - Health Action Group
B2	Develop access to wider therapeutic support – panel of experts	Establish a process to include a panel of 'experts' for professional consultancy for children with more complex needs	January 2016	Placement stability Reduced disruptions Improved SDQ scores	Principal Officer Regulatory and Support Services
B3	Eradicate bullying of children in care	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>	Jan 2016	Children's feedback regarding responses to bullying Reduces reported bullying of CiC in schools and other settings	Virtual Head for Children in Care / LACES Manager Principal Officer Regulatory and Support Services
B4	Equip services to help children in care develop attachment and belonging	Work with carers, children and partners to review and develop the training, support and processes to promote understanding of children's attachment, their individual needs and the roles of carers, professionals and partners in helping children develop meaningful attachments in safe, nurturing placements.	December 2015 and ongoing	Placement stability Reduced disruptions Improved SDQ scores	Principal Officer Regulatory and Support Services

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
B5	Ensure children in care access timely medical assessments	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.	Sept 2015	Timeliness of adoption processes to minimise delay Improved Adoption Scorecard indicators	CCG – Health Commissioning
B6	Ensure that every child in care takes part in a positive activity	Increase robustness of pre-placement planning meetings, at earliest opportunity, to include clear support plan to include activities for the child.	October 2015	Placement stability Children’s feedback and perception Foster carers views and feedback	Principal Officer Regulatory and Support Services

### C. Children in care achieve their potential

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
C1	Ensure that our youngest children in care benefit from outstanding provision within the Early Years and are ready for school	<p>Monitor the EY Pupil Premium via EY PEP meetings,</p> <p>Review EY PEP to increase focus on impact of EY Pupil Premium</p> <p>Increase practitioner knowledge and understanding of EY Pupil Premium and EY PEP through training networks and forums</p> <p>Identification of providers to participate in Achieving Early Programme to raise quality of provision from good to outstanding</p>	July 2016	<p>Looked After children attend provision judged good / outstanding</p> <p>% of LAC attending good or outstanding provision</p> <p>% of LAC achieving age related expectations at the Integrated Health check and end of early years key stage</p>	Virtual School Head Teacher / Lead Officer Early Years / Early Years Inclusion officer

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
C2	Increase the capacity of the virtual school for monitoring, support, challenge and intervention	<p>Review key performance indicators and information systems to identify schools and colleagues requiring support and challenge, using a graduated approach.</p> <p>Work closely with School Improvement colleagues and escalate concerns. Create an escalation pathway to the Education Standards board where required.</p> <p>Introduce new quality assurance procedures to provide multi-agency oversight of the new ePEP,</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>	September 2015 and on-going	<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, Designated Teacher attendance at DT Networks and CPD offered by the Virtual School, Governor engagement, use of Pupil Premium to improve outcomes</p>	Virtual School Head Teacher
C2	Increase the capacity of the virtual school for monitoring, support, challenge and intervention	In consultation with Schools Forum, review and remodel education services for vulnerable children to improve the effectiveness of case holding services and the overall capacity of the Virtual School.	January 2016	QA of PEPs Education attendance and progress of CiC	Principal Officer: Vulnerable Children
C3	Implement stronger accountability on education providers for attainment of children in care – especially older young people and older entrants to care	<p>Review and develop the PEP to ensure it is aspirational and demonstrates how the Pupil Premium enhances the child's attainment. Including:</p> <ul style="list-style-type: none"> <li>• Reviewing the ePEP and roll it out to all schools</li> <li>• Increasing the age range of the ePEP to continue into further education</li> <li>• Introduce the role of the KS4/5 Transition Teacher to focus on attainment, progress, intervention and transitions for older KS4 &amp; KS5 pupils</li> </ul>	Sept 2015	Attainment at key stages GCSEs at A* - C School attendance Attendance in further education	Virtual School Head Teacher / Head of Careers and IAG



Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
C4	Ensure that the children in care make successful transitions and are ready for the next stage in their learning	Ensure all children are supported to remain in education and have provision that enables them to undertake recognised qualifications to the best of their ability. Ensure that periods of alternative provision are minimised, or only used within a package of support that leads to reintegration in mainstream provision where this is most suited to the young person. Ensure all transition points are planned for and the resilience of CiC is built ahead of transfer.	Sept 2015 and on-going	Education and employment of CiC GCSEs at A* - C	Virtual School Head Teacher
C5	Develop more opportunities for children in care to experience the world of work, to gain employability skills and to plan for their futures	Further develop and provide work based opportunities for children in care and care leavers through Corporate Champions. Including ensuring CiC/CL are prioritised for apprenticeship opportunities, internships and supported internships	Oct 2015	% young people who are EET	Corporate Parenting Champions Virtual School Head Teacher / Head of Careers and IAG

## D. Celebrating and engaging children in care

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
D1	Ensure Children are represented at the centre of their records, their plans and their services	Review and disseminate learning from case audits, research and guidance to ensure that all plans, services and involvement with children and young people clearly has the child at the centre. Develop practice forums, workshops and guidance utilising the views and knowledge of children and carers to ensure this is consistently delivered.	January 2016	Placement stability Children's feedback and perception Children in care and care leavers say they feel safe	Principal Officer – Case Management Principal Officer - Safeguarding
D2	Review and build nuanced provision in line with what children want and need	Develop jointly delivered approaches to ensure provision is flexible, in line with children and young people's expressed needs and effective in achieving stable, nurturing placements for children and young people	March 2016	Placement stability Children's feedback and perception Children in care and care leavers say they feel safe	Principal Officer Regulatory and Support Services
D3	Children having control of their decisions, in line with their peers	Review and reviewed and develop policy and procedures to support children having control of their decisions, in line with their peers - including review and development of delegated decision making tools for children in all placements and older young people	December 2015	Children's feedback and perception Children in care and care leavers say they feel safe	Principal Officer – Case Management Principal Officer - Regulatory and Support Services

## E. Building family and community capacity

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
E1	Increase recruitment and placement choice, foster care and satellite provision	<p>Increase the number of NL Foster carers for older / difficult to place children Continue to build on the range of Supported Accommodation to increase choice and further enable children to “stay put”.</p> <p>Work with PHASE to further develop support for young people in accommodation to further support them to remain in stable accommodation.</p> <p>Continue a regular programme of recruitment activities to increase 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.</p>	<p>On-going</p> <p>On-going</p> <p>Dec 2015</p> <p>Mar 2016</p>	<p>Regulated service judged good or better through inspection - Stability</p> <p>Older young people remain in the same placements Reduction in the use of external placements</p> <p>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</p>	Principal Officer Regulatory and Support Services
E1	Increase recruitment and placement choice, foster care and satellite provision	<p>Continue to manage timeliness of adoption</p> <p>Continued focus on monitoring and reducing delays in the adoption recruitment process and the number of available adopters, using current staff and independent social workers</p>	March 2016	15 new carers in 2015 / 2016	Principal Officer Regulatory and Support Services

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
E1	Increase recruitment and placement choice, foster care and satellite provision	To enter a commissioning arrangement with White Rose Contracting to increase the availability of foster carers for children whose needs cannot be met within North Lincolnshire Fostering Service	Dec 2015	Placement stability Reduced placement disruptions	Principal Officer Regulatory and Support Services
E1	Increase recruitment and placement choice, foster care and satellite provision	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 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>• 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 2016	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
E2	Enable a new role and relationship with foster carers	Review and update fostering procedures to include financial, recruitment and fostering friendly policies	October 2015	Recruitment and retention of carers	Principal Officer Regulatory and Support Services
E2	Enable a new role and relationship with foster carers	Develop and Deliver action plan from foster carers shaping the future event. Ensure foster carers have the skills, expertise, experience, knowledge and support to continue to meet the needs of children in their care through: <ul style="list-style-type: none"> <li>• The development of e based learning and the use of webinars</li> <li>• Provision of out of working hours training</li> <li>• Development of a buddy mentor /scheme from point of enquiry</li> <li>• The development of the use of technology</li> </ul>	March 2016	Improved placement stability, Reduction in the use of agency placements Increase in number of in house carers recruited and retained	Principal Officer – Regulatory and Support Services

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
E2	Enable a new role and relationship with foster carers	Revisit and revise the foster carers charter so that: a) Foster carers and children in care play an integral role in developing the service; b) Foster carers and children in care are clear in regard to their expectations from the service.	December 2015	Children's feedback and perception Foster carers views and feedback	Principal Officer – Regulatory and Support Services
E3	Re-think and re-provide leaving care and support services	Monitor and develop outcome based commissioners arrangements with the PHASE Social Enterprise	Sept 2015	Young people in suitable accommodation Young people in EET Young people's satisfaction with service delivery	Service Manager CiC
E4	Deliver a scheme of delegated authority to carers and young people	Ensure foster carers are able to make timely and appropriate decisions for children in their permanent foster placements enabling CiC to feel less different and part of their permanent family	December 2015	Improved placement stability Reduction in the use of agency placements Retention of foster carers	Principal Officer – Regulatory and Support Services

## F. Developing the workforce

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
F1	"Sub Regionalise" – combined adoption services	To work with colleagues across Yorkshire & Humber, and within the North Sub Region to improve adoption services to develop an outcome focussed provision.	April 2016	Improved matching and timeliness of adoption	Principal Officer - Regulatory and Support Services
F2	Re-visit and update Creating Success for Children in Care	Revise and re-launch the Corporate Parenting Pledge Ensure all partners action plans are monitored and delivered	Pledge launch July 2015	Young people feel involved and included – user satisfaction	Principal Officer – Case Management
F2	Re-visit and update Creating Success for Children in Care	Continue to hold the Adoption and Children in Care 'Round Table' events on an annual basis	March 2016	Adoption Scorecard indicators	Principal Officer – Case Management

Priority Action		Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
F3	Develop a specific multi agency training program for staff, carers and elected members	<p>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:</p> <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>Attend the Family Justice Regional Board and performance sub-group</li> </ul>	March 2016	<p>PLO timescales - % of court cases completed within 26 weeks</p> <p>% children in care who progress to legal permanence</p> <p>Adoption scorecard indicators</p>	Principal Officer – Case Management
F4	Review and modernise business process, branding, websites, payments, transport, recording	<p>Ensure foster carer satisfaction with the services they receive, Ensure that children's needs are met in a timely manner and safely.</p> <p>Develop a smart and slick service attracting potential future foster carers</p>	December 2015	<p>Improved placement stability,</p> <p>Reduction in the use of agency placements</p> <p>Increase in number of in house carers recruited and retained</p>	Principal Officer – Regulatory and Support Services

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