

Multi-Agency Children in Care and Care Leavers Plan 2018-20

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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. It is also within our vision for North Lincolnshire where we aim for our children, families, vulnerable adults and communities to be:

- Prosperous
- Well
- Safe
- Connected

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, outcomes achieved and the impact of the Multi-Agency Looked After Children's Plan. 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 continue to develop adoption services with the aim of, where possible, keeping children within our area to maintain permanence 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 2018-20, alongside our promise and commitments to the young people. It builds on our success 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 and care leavers from other areas placed in North



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



Mick Gibbs
Director of Children and
Community Resilience

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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' or 'Staying Close' 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.
- Over the last 12 months there has been a substantial increase in the number of unaccompanied asylum seeking children presenting in North Lincolnshire.



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 include:

- The rate of children looked after remains in line with statistical neighbours and the England average.
- All Looked after Children reviews are consistently held within timescales.
- All children in care 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 in care living outside of the area continues to be very low and compares favourably with England and statistical neighbours.
- 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.
- Few children in care have moved school within the last year.
- Improving performance in relation to children achieving educational qualifications.
- More care leavers progressing to higher education.
- 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.

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

- Permanence and stability for all CIC
- Education outcomes for all CIC

- Further development of restorative practice to enable children to return to live with their families from care
- Meet the challenge of reducing harm and potential harm to young people who take part in risk facing behaviours
- Ensuring the needs of Unaccompanied Asylum Seeking Children through a partnership approach are met

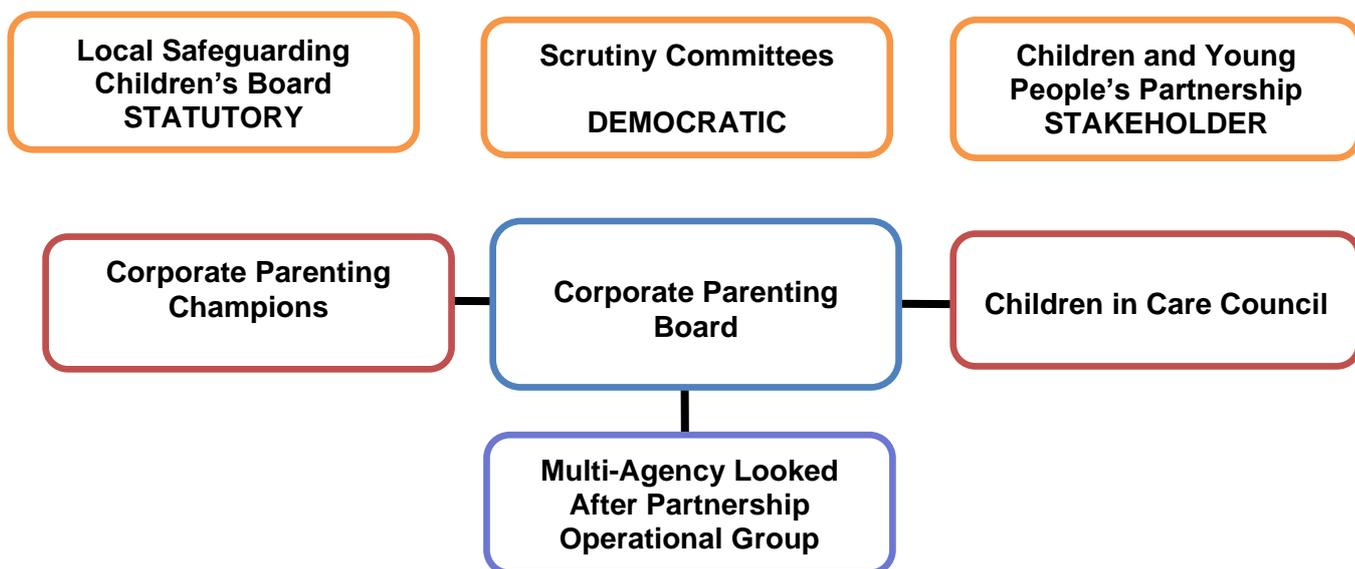
The Responsibilities of Corporate Parents

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.
- The Children and Social Work Act 2017 further strengthens the expectations to work together as Corporate Parents to achieve positive outcomes for children in care and care leavers. This includes defined Corporate Parenting Principles including to act in the best interests and promote physical and mental health and well-being, encouraging children to express their views, wishes and feelings and taking these into account making the best use of services to promote high aspirations and seek to secure the best outcomes. Also to achieve stability in their home lives, relationships and education or work and prepare children and young people for adulthood. It also expects the council to publish a local offer to care leavers.

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 9 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
- The design and use of a number of forms, procedures, guides and leaflets
- The Corporate Parenting Promise
- The North Lincolnshire Local Offer to Care Leavers
- Reviewing and updating the Personal Education Plan
- Met with the inspectors during Ofsted Inspection
- Regular attendance and input into the Corporate Parenting Board – including challenge questions to the board members
- Developed a consistent strong link to the North Lincolnshire Youth Council

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 promises are implemented. The multi-agency children in care and care leavers partnership reports to the Corporate Parenting Board through the Multi-Agency Looked After Partnership Operational Group, relevant Corporate Parenting Champions and Board Members. This includes reports from the Virtual Head for Children in Care and the Designated Nurse for Children in Care as well as in relation to the safeguarding of children in care and relevant information in relation to key priorities as defined by the board.

The Corporate Parenting Board:

- Oversees and leads on ensuring progress on this plan, making sure that all services provide support and take action to honour the promises made to children and young people
- Oversees the impact that the Multi-Agency Looked After Children Partnership Action Plan has 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 promise

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

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

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 Operational Group

Chaired by Head of Safeguarding Organisation this is a multi-agency group of managers 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 Operational Group:

- 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 key areas that ensure that the partnership continuously seeks to improve the full range of outcomes for our children and young people, these include the safeguarding of children in care, ensuring children in care and care leavers have stability in their living arrangements and relationships, good health and wellbeing and achieve their potential and aspirations in their education, training and employment.

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 achieve the CYPP ambitions for children in care.

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 2018-20 (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. Develop a single pathway for assessment and intervention with spontaneous arrivals that focus on meeting need without delay.
4. Build on the framework of work with adolescents to focus on developing resilience and community resilience
5. Review and develop understanding of the risks and vulnerabilities of children in care and care leavers to Child Criminal Exploitation

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. Equip carers to help children enjoy good health and emotional well-being
3. Give every child the opportunity to take part in positive activities
4. 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. Identify and assess SEN for children in care at the earliest point
3. Implement children's university for CiC aged 5 – 14
4. Develop further 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. Review and develop the 'Promise' to children in care and care leavers alongside children and young people
3. Develop consultation/feedback using web-based / app based tools.

E. Building family and community capacity

1. Target recruitment of carers to increase placement choice for children with more complex needs, developing a robust approach to the recruitment of foster carers.
2. Further developing accommodation options for UASC and care leavers.
3. Train and support carers to understand the challenges and provide stable placements for young people as they grow up to ensure stability of placement for CIC
4. Continue to support and maintain children in care and care leaver's relationships with their family, friends and people important to them

F. Developing the workforce

1. Equip staff with the knowledge and skills to build on Restorative models of practice
2. Ensure stability of social worker for CIC
3. Build on and develop self-evaluation and audit processes to ensure continued development of practice that focuses on impact.
4. Ensure that the adoption service is equipped to respond to meeting the needs of children moving through to permanence.

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 Act 2017) into the **North Lincolnshire Corporate Parenting Promise 2018-2020**. 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.

Corporate Parenting Promise to Children in Care and Care Leavers (2018 – 2020)

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 these into account;
- help children in care and care leavers gain access to, and make the best use of, services provided by the Council 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 stable 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
- Recognise that everyone is unique and has their own needs
- Support you and give you the information you need to lead a healthy lifestyle
- Help you to feel safe
- Support your relationships with your family, friends and people important to you
- Make sure we help you to be the best you can be
- Have high ambitions for you and help your goals to come true
- Support you to access the education and training you need that helps you develop your skills and achieve your aspirations
- Work with you to support other children and young people who may have had similar experiences
- Have high expectations of you and expect you to act sensibly
- Provide opportunities for training and work experience and help 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 to 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

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 promise. The Council regularly reviews how we deliver these functions and ensure tangible outcomes through active and regular feedback from the children and young people.

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: Multi-Agency Looked After Children's Partnership Action Plan 2018 – 2020

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	Further develop the Family Solutions Meeting Model across services utilising Restorative Practice principles to enable children to live safely within their families	September 2018	The age profile and number of children entering care The numbers of children in care	Principal Social Worker adults and children
	<ul style="list-style-type: none"> Continue to review the care population to ensure clear scrutiny of progress, decision making, planning and actions Strengthen the collective IRO oversight of CIC cohorts and multi-agency practice and assist the management of CIC populations via high support and high challenge 	May 2018	Reduced care population Reduction in the number of entries to care Children say they feel safe	Head of Safeguarding Children Principal Social Worker adults and children
A2. Support carers to provide stability for children through the 'one placement' approach	<ul style="list-style-type: none"> Placement stability review to be undertaken Develop multi-agency approach to supporting CiC and their carers Increase recruitment activity for foster carers Develop new approach to the matching process for older young people in care requesting a foster placement 	Oct 2018	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	Head of Safeguarding Organisation
A3. Develop a single pathway for assessment and intervention with spontaneous arrivals that focus on meeting need	<ul style="list-style-type: none"> Develop agreed multi-agency assessment and support pathway for spontaneous presentations of UASC Agree partnership responses and roles in relation to meeting the needs on arrival of UASC Further develop staff awareness and knowledge in 	June 2018	Stability of placement for UASC UASC say they feel safe	Head of Safeguarding Organisation

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
without delay.	relation to UASC through awareness raising and information sharing			
A4. Build on the framework of work with adolescents to focus on developing resilience and community resilience	<ul style="list-style-type: none"> Review and analyse a sample of cases of adolescents in care and care leavers Develop integrated approaches to promote resilience amongst young people Build on targeted work to reduce harm and enable young people to 'Risk face' 	September 2018	<p>Children report that they feel safe</p> <p>Children live in stable placements</p>	<p>Head of Safeguarding Children</p> <p>Principal Social Worker adults and children</p>
A5. Review and develop understanding of the risks and vulnerabilities of children in care and care leavers to Child Criminal Exploitation	<ul style="list-style-type: none"> Develop the CCE framework in line with the CSE framework Prioritise children in care and care leavers as a vulnerable group Provide awareness raising and information for staff in relation to CCE 	June 2018	Reduction in the number of young people identified as at risk or experiencing CCE	Head of Safeguarding Children

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	Build on the integrated approach to supporting the emotional well-being of children and young people including multi-agency holistic support, the creative use of SDQs and continued development of the Tiered Foster Care approach to supporting children to remain in stable placements with their carers	Sept 2018	<p>Placement stability</p> <p>Reduced disruptions</p> <p>Improved SDQ scores</p>	Head of Safeguarding Organisation

B2. Equip carers to help children enjoy good health and emotional well-being	<p>Utilise the Multi-agency Emotional Well-being meetings to review progress made and children's emotional development</p> <p>Review placement stability and processes to prevent unplanned endings to enable children to maintain relationships with trusted adults</p> <p>Further develop the approach to early identification of where carers need additional help to support children's emotional well-being</p>	June 2018	<p>Placement stability</p> <p>Children say they feel safe</p> <p>Improved SDQ scores</p>	<p>Head of Safeguarding Organisation</p> <p>Children's Commissioner - CCG</p>
B3. 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.	August 2018	<p>Placement stability</p> <p>Children's feedback and perception</p> <p>Foster carers views and feedback</p>	Head of Safeguarding Organisation
B4. Help children to live healthy lifestyles	Consult with children in care and care leavers and develop a 'Health Passport' for children in care based on the Care Leavers model	June 2018	Children enjoy healthy outcomes	Children's Commissioner - CCG

C. 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>Review and update the PEP in consultation with children and young people.</p> <p>Utilise QA processes to inform development of services and to ensure it is aspirational and demonstrates how the Pupil Premium enhances the child's attainment. Including:</p> <ul style="list-style-type: none"> Reviewing the ePEP and compliance / quality across all schools Providing feedback, training and support for Designated teachers and Social Workers 	July 2018	<p>Attainment at key stages</p> <p>GCSEs at A* - C</p> <p>School attendance</p> <p>Attendance in further education</p>	Virtual School Head Teacher / Head of Virtual School & Inclusion

C2. Identify and assess SEN for children in care at the earliest point	<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>	On-going	<p>Education and employment of CiC</p> <p>School attendance</p> <p>Children making 2 levels of progress</p> <p>GCSEs at A* - C</p>	Virtual School Head Teacher / Head of Virtual School & Inclusion
C3. Implement children's university for CiC aged 5 – 14	<ul style="list-style-type: none"> Identify children already taking part in the children's university Provide information and awareness raising for carers and staff regarding the role and benefits of the children's university Ensure that all children and young people have the opportunity to enrol with the children's university Monitor the progress of young people taking part Arrange celebration events to celebrate the success of those taking part in the children's university 	Jan 2019	<p>Education and employment of CiC</p> <p>School attendance</p> <p>Children making 2 levels of progress</p> <p>GCSEs at A* - C</p>	Virtual School Head Teacher / Head of Virtual School & Inclusion
C4. Develop further opportunities for children in care to experience the world of work, to gain employability skills and to plan for their futures	<p>Develop network of flexible, bespoke work based opportunities for children in care and care leavers through Corporate Parenting Champions and the use of Aspirations Days</p> <p>Ensure CiC/CL are prioritised for apprenticeship opportunities, internships and supported internships</p>	April 2018 and ongoing	% young people who are EET	Corporate Parenting Champions Virtual School Head Teacher / Head of Virtual School & Inclusion

D. Empowering children in care

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
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D1. Ensure children's views are fully considered in their plans and the services we deliver	Utilise revised case audit and self-evaluation processes to focus on the voice of the child and inform service development	April 2018	Children in care and care leavers say they feel safe Children in care and care leavers say they feel listened to	Head of Safeguarding Children Head of Safeguarding Organisation Principal Social Worker Adults and Children
D2. Review and develop the 'Promise' to children in care and care leavers alongside children and young people	Review the Corporate Parenting Promise with children and young people ensuring that it: <ul style="list-style-type: none"> tells children and young people what they can expect from North Lincolnshire Council and partners as a child in care or care leavers encourages best practice promotes positive and better outcomes reinforces the corporate parenting responsibilities of all partners provides clear information on the services, support and resources all partners will deliver to children in care and care leavers 	August 2018	Placement stability Children's feedback and perception Children in care and care leavers say they feel safe and listened to New opportunities for children in care and care leavers	Head of Safeguarding Children
D3. Develop consultation/feedback using web-based / app based tools.	<ul style="list-style-type: none"> Establish cross service task group to review and develop consultation mechanisms that utilise social media, web-based and app based approaches Liaise with children and young people via the CiCC and Kool Kidz to develop the use of media in consultation and feedback Link with partners such as local colleges to develop media based tools 	July 2018	Children's feedback and perception Children in care and care leavers say they feel listened to	Principal Social Worker Adults and Children

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	<ul style="list-style-type: none"> Complete Business Case for Fostering Service setting out how to meet new and future challenges Appoint dedicated worker to deal with all new 	April 2018 and	Older young people remain in the same	Head of Safeguarding Organisation

choice for children with more complex needs, developing a robust approach to the recruitment of foster carers.	<p>enquires for people wanting to foster</p> <ul style="list-style-type: none"> • Develop our use of social media to recruit and retain carers • Launch new sufficiency strategy 	ongoing	<p>placements</p> <p>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 +)</p> <p>20 new fostering families, with at least 12 additional foster placements for older/difficult to place children</p>	
E2. Further developing accommodation options for UASC and care leavers.	<ul style="list-style-type: none"> • Review and develop accommodation options for UASC including <ul style="list-style-type: none"> ○ Supported accommodation ○ Supported lodgings ○ Reviewing and developing potential family based provision 	Sept 2018	<p>Stability of placements</p> <p>UASC and older young people say they feel safe in their placements</p>	Head of Safeguarding Organisation
E3. Train and support carers to understand the challenges and provide stable placements for young people as they grow up to ensure stability of placement for CIC	<p>Further developing placements for older young people including developing and supporting :</p> <ul style="list-style-type: none"> • Carers with the skills to take older young people and those with complex needs • Supported placements for older young people as stepping stones to independent living • Continue to build on the range of accommodation and placements to increase choice and further enable children to “stay put”. 	July 2018	<p>Children live in stable placements</p> <p>Reduction in the number of children placed externally</p> <p>% with 3 or more placement moves</p> <p>% in the same placement 2+ years</p>	Head of Safeguarding Organisation
E4. Support and maintain children in care and care leaver’s relationships with	<p>Build on existing practice through reviewing and developing new approach to supporting, developing and building relationships for children in care with family members and people who are important to them.</p>	Sept 2018	<p>Children in care population</p> <p>Feedback from children in care</p>	Head of Safeguarding Children

their family, friends and people important to them			Increased involvement by parents and family members in reviews and planning	
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F. Developing the workforce

Priority Action	Action Focus	Target date	Lead/Linked Indicators	Lead/Lead Group
F1. Equip staff with the knowledge and skills to build on Restorative models of practice	<p>Utilise the restorative practice leads across the children's workforce (in conjunction with partners) to embed Restorative Practice and ensure that is consistently applied.</p> <p>Further develop the family solutions model to utilise restorative practice principles</p> <p>Restorative Champions within each service/team to review progress</p> <p>Share knowledge and practice with colleagues and partners to develop an holistic approach</p>	June 2018	<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 Social Worker Adults and Children
F2. Ensure stability of social worker for CIC	<ul style="list-style-type: none"> Develop practice standards in relation to changes of Social Workers Review and develop monitoring and performance processes in relation to changes of Social Worker Analyse the information regarding change of workers and utilise to develop approaches and minimise changes. 	July 2018	<p>Children say they have a trusted adult</p> <p>Stability Index</p>	Head of Safeguarding Children

<p>F3. Build on and develop self-evaluation and audit processes to ensure continued development of practice that focuses on impact.</p>	<p>Review and implement revised case audit tools and approaches including:</p> <ul style="list-style-type: none"> • Update the audit tools across services to ensure a unified approach that focuses on impact for children in care • Review and develop the process for the identification of cases to be audited • Develop audit grading / QA processes • Utilise audits to inform self-evaluation <p>Review and develop the Quarterly self-evaluation processes to focus on the impact of practice on children in care and care leavers</p>	<p>April 2018</p>	<p>Children have stable placements, schools and workers</p> <p>Children's attainment</p> <p>Children's emotional well-being</p> <p>Sufficiency of placements</p>	<p>Head of Safeguarding Children</p> <p>Head of Safeguarding Organisation</p> <p>Principal Social Worker Adults and Children</p>
<p>F4. Ensure that the adoption service is equipped to respond to meeting the needs of children moving through to permanence.</p>	<ul style="list-style-type: none"> • Complete business case for Adoption setting out how to meet new and future challenges • Develop our use of social media to recruit adopters • Develop the use of digital solutions to support the recruitment of adopters • Increase recruitment actions in the Adoption Service • Further develop approaches to SGO and SGO support 	<p>June 2018</p>	<p>Children progress to timely permanence</p>	<p>Head of Safeguarding Organisation</p>

