



# Improving life for Children in Care

## Rory McCallum

### Integrated Delivery Plan 2008 - 2011

Objectives: Children in Care in Devon will:

- Feel loved, cared for, valued and listened to
- Know people who will support them
- Feel positive about themselves
- Have stable placements
- Be supported in making healthy lifestyle choices
- Have the opportunities to enjoy their lives and achieve their potential across all five outcomes

Key National Indicators are:

- Staying Safe – NI 61, 62, 63, 66 and 71
- Be Healthy – NI 51 and 58
- Enjoy and Achieve – NI 91, 100 and 101
- Making a Positive Contribution – PAF C63 and C81 (no NI's)
- Economic Wellbeing – NI 147 and NI 148

**CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011**  
**STAYING SAFE (across all aspects of Children in Care)**

ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Continue to ensure all Children in Care are allocated to a qualified social worker	APA 20605C	31.03.2009	Karen Cleave (KC)		Green
Continue to develop safe protocols for case management, caseload and transfer of work	Agreed protocol in place	31.03.2009	KC and Heads of Service)	Joint Agency aspect of protocol to be agreed by Rory McCallum and Miles Hapgood by 01.05.09	Green
Maintain all Ofsted regulated services (fostering, adoption and residential care) to meet at least adequate gradings and prepare for new integrated CIC inspection.	Fostering Inspection 2008/09 rating 'Good' Adoption Inspection due June 09.	March 2011 Residential Care bi-annually	Sally Fitton (SF) and Jonathan Hepworth (JH)		Green
To prepare supported lodgings scheme for regulation	Action Plan in place		KC and Steve Osborne (SO)	To complete by May '09 dedicated Practice Manager time for 6 months (current secondee) Additional Management input <u>not</u> funded via MTFP	Amber
To ensure all children have secure and stable placements	NI 62 Ni 63 long-term stability C23 Adoptions of Children in Care Concurrency Pilot	31.03.2010	KC & HOS	Two Adoption Support Workers to be funded via LPSA to provide life-story work now agreed – future funding <u>not</u> secure.	Amber

**CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011**

				Rapid Response Service to be focused on for C & YP aged 10+ prevention/rapid return home.	Amber
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<b>ACTIVITY</b>	<b>PERFORMANCE</b>	<b>TIMESCALE</b>	<b>RESPONSIBLE</b>	<b>ADDITIONAL</b>	<b>RAG</b>
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**CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011**

	<b>INDICATORS</b>		<b>PERSON</b>	<b>RESOURCES REQUIRED</b>	<b>SELF ASSESSMENT</b>
To increase the recruitment of foster carers, following realignment of service	Target set by Fostering Inspection	30.03.09	SF		Amber
To ensure appropriate assessment and support of Kinship carers	As judged by Ofsted	30.03.09	SF		Green
Increase Child Care Cases which are reviewed within the year	NI 66 – target 97% (baseline 95% 2007/08) Top Banding	30.03.09 and annually	KC/Sally Casebow (SC)		Green
Carry out essential refurbishment of Rifford Road Residential Home to enable a change in registration for 13 years olds	Ofsted judgement	30.03.09	SO		Green
To work via the Migration Project to further reduce numbers of Devon Children in Care placed in 'out of county' placements and maintain the occupancy rate of DCC Children's Homes	Internal target – 13 residential mainstream placements	30.03.09	KC	Invest to save programme managed by John Shaw	Amber Although number of placements have reduced over last 2 years there is still substantial spend on this sector.
	Target 90% occupancy in DCC homes	30.03.09	KC and SO		Green

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ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
To review the concurrency pilot and to ensure monies are available for roll out of pilot	Three children adopted via concurrency	30.03.09	KC and JH	Secure appropriate resources	Green
<u>Workforce</u> To ensure Children in Care and Care Leavers' workforce are safely recruited, trained and developed to provide high quality service	Agreed vacancy reduction - target to be set by SMT	30.03.09	Sue Scales (SS)		Amber
	Approved training plan for Children in Care and C/Ls' service	30.03.09	Andrea Morris (AM) SS and Learning Development Team		Amber
To ensure full take up of BSc and post qualifying courses	Agreed training plan	30.03.09	KC/Learning Development Team		Green

### Risk Management

High risk of failure to meet PIs and improve quality if we continue to experience recruitment difficulties but recent pay adjustment for Social Workers should improve the situation.

**CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011**  
**BE HEALTHY (across all aspects of Children in Care)**

ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Deliver annual health and dental checks for Children in Care and ensure other health outcome measures are collated and improving	APA 1037SC March '08 – 83.3% Target 87% 2008/09 Outturn 2008/09 = 88.9% Target for 09/10 is 90%	30.09.08 and then 30.03.09 onwards	KC and Children in Care nurses		Green
Further develop the (CAMHS) 'service around the child' scheme	Strengths and Difficulties Questionnaire completed for all Children in Care N158	30.03.09	Lynn Davis (LD)	Funding for independent sector referrals if not available in local CAMHS Service	Green
Integrate Health/Social Care Resource and co-locate Children in Care Nurses	By report to Health of Children in Care Group	30.03.09	KC/Children in Care Nurses	Availability of sufficient funding and process issues to be resolved	Amber
Complete Healthy Children Home Standard Pilot and roll out to all Children's Homes	Achieve Accreditation	30.03.11	SO and Miles Hapgood (MH)		Amber
Produce Children in Care Sexual Health Strategy and agree implementation plan on an annual basis	Approved strategy reviewed annually with Implementation Plan 2008/09 Sexual Health Policy launch 7 <sup>th</sup> May 09	30.03.11	Julia Lovelock (JL) Gwyneth Nightingale (GN)		Green

## CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011

ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Identify opportunities for training in relation to high risk behaviour and develop a training programme	Production of a training programme (particularly for sexual health and substance misuse) and appropriate participation	March 2010	JL and Maureen McKensie (MM)	Funding to access training	Amber
Develop as part of the overall approach to Transition within the Children's Trust protocols and pathways for Care Leavers	Agreed protocols and pathways	March 2009	Ian Tearle (IT)		Green

### Risk Management

Funding for guaranteed access to independent sector therapy services for individual Children in Care where these are not available promptly from the CAMHS provider service.

Recognising the needs of Children in Care as a priority within integrated service delivery.

### Teenage Pregnancy & Drugs and Alcohol Issues

NB: Specific targets in relation to teenage pregnancy and drugs and alcohol are contained in Teenage Pregnancy Self Assessment Tool Kit – lead = Steve Brown. Substance Misuse Partnership Grant Targets – lead = Maureen Muckersie.

## CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011

### ENJOY AND ACHIEVE (across all aspects of Children in Care)

ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Respond to consultation on educational aspects of CYP Bill. Implement guidance on CYP Bill including £500 grant, support for Designated Teachers	Implement guidance	March '09	Deborah Booth (DB)	Area based grant and DCC funding	
Identify leads within Pilots and network research 'virtual school' potential		March '09	DB		
Set School and Local Authority (SALTS) targets for 2010	SALTS set	Jan '09	DB		
Set Internal Targets for 2010 – KS3 and KS4 + PAF C24 on absence	Targets set	31.01.09	DB		
Monitor identified Year 10s pre- entry into Year 11	Identified group to improve performance	March '09	KC/DB		
Refine Smiley Disc and RAISEonline work on attainment and achievement	Improved access to data	October '08	DB and David Theobald (DT)		
Investigate issue of school stability	Improved information on individual child movement	Sept '09	DB	SCOMIS resources to support	

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ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Evaluate outcomes of KS1-4 additional tuition pilot	Evaluation report to inform Personal Education Allowances (PEAs)	Oct '08	DB and Kim Piper (KP)		
Revise and implement new progress monitoring forms	New forms used and evaluated	Dec '08	DB		
Establish baseline of PEP data	Baseline established and target set	July '08	KC and DB		
PEP Development Group to establish monitoring systems for quantity and quality. Quarterly reporting to Performance and Quality Board	Baseline established and target set Ambitious target of 90% PEP in place by March 2009.	March '09 and ongoing	KC and DB		Amber
Support participation in Gifted and Talented conferences for designated teachers		March '09	DB/Phil Creek (PC)		
Identify potential participants of Aim Higher activity and support applications with school staff and Care Managers	Increase participation by Children in Care	Oct '08	DB and Ian Stewart-Watson (ISW)	Proportional increase in funding to develop participation	Green
Written process for pupils at risk of not being in school	Process in place	July '08	KP		

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ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Library Service to establish monitoring and reporting mechanism for take-up of services. Support National Year of Reading through Board membership	Mechanism in place and used to target additional support	March '09	Hazel Skinner and DB		
Explore feasibility with Devon Association of Governors of having a Children in Care 'Champion' and further develop training and awareness		March '09	Debbie Clapshaw, DB, David Tall		
Follow up on evaluation of Celebration of Achievement and plan for future year		Jan '09	KP, JD, KT	Identify resources to sustain the event	Amber No resource secured in 09/10 budget round.

#### Risk Management

##### Risks:

- Partnerships fail to meet targets or deliver duties
- Data gathering, tracking and evaluation systems not yet developed as we would wish
- Area based grant cut or distributed in new ways

These risks would have a significant impact on outcomes for Children in Care if they are not managed. The key areas of work are clarified in an Action Plan by the Project Team to raise educational achievement and this is monitored by the Project Team, the RAPP Board and SLG. The bringing together of services and the recent restructure of CYPS and Families branch has raised awareness of how critical this work is and that it is everyone's responsibility

## CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011

### MAKING A POSITIVE CONTRIBUTION (across all aspects of Children in Care)

ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Improve participation of Children in Care in reviews and ensure advocacy scheme is being appropriately targeted	APA 4016SC target 95% (2007/08 93%)	30.03.09	KC/SC		Amber
Agree and implement revised pledge for Children in Care	Pledge in place	30.03.09	DB/KC and Mark Goodman (MG)		Green
Ensure that Children in Care are involved in recruitment process for Social Workers	Report from Recruitment	30.03.09	SS		Green
Implement Children in Care Council and ensure Children in Care and Care Leavers involved in planning and service design and delivery	Implement Children in Care Council	30.03.09	MG		Green
Develop outcome measures that focus on the wellbeing of Children in Care and their satisfaction with the care they receive.	To be developed with young people	30.3.2010	HOS, management team , MG	Not quantified as yet	Amber
Benchmark Care Leavers Services and agree action plan	via GOSW Project	30.03.09	ISW and Young Devon	Identify resource to support action plan	Green

### CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011

Expand mentoring, work experience and apprenticeship schemes	Increased uptake	30.03.09	KC		Green
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ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Further develop our participation with Children in Care Young People and promote opportunities for Children in Care/YPs to engage	Increased uptake	30.03.09	KC and Mark Goodman	Resource to support action plan approx 3 x 0.5 youth/sessional work per year agreed	Green
Continue to work with YOT and Partners to reduce the involvement of Children in Care/CLs in criminal activity	APA 4015SC	30.03.09	KC and Sue McGrath (SM)	Multi-agency resource bid <u>not</u> agreed by SLG. Current revision of plan underway.	Red

#### Risk Management

- Securing sufficient sustainable funding
- Maintaining staffing levels

## CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011

### ACHIEVE ECONOMIC WELL-BEING (across all aspects of Children in Care)

ACTIVITY	PERFORMANCE INDICATORS	TIMESCALE	RESPONSIBLE PERSON	ADDITIONAL RESOURCES REQUIRED	RAG SELF ASSESSMENT
Maintain improvement in the involvement of Care Leavers in education, employment and training	NI 148	30.03.09 and annual	ISW and Connexions		Green
Ensure all Children in Care have an offer of learning at the end of Year 11 and Year 12	Target of 100% in line with the September guarantee	30.09.08	DB/ISW Connexions		Green
To improve placement support services to Care Leavers in Further and Higher Education		30.03.09	ISW and Connexions		Green
To improve our numbers of Care Leavers with Pathway Plans	From 81% at 30.03.08 to 90% by 30.03.09	30.03.08 30.03.09	ISW		Green?
To enhance our working arrangements with residential supported landlords, housing projects, District Councils and Young Devon to improve the range of suitable housing for Care Leavers	NI 147	30.03.11	ISW and Young Devon	Ambitious bid submitted by DCT, District Council, CYPS and CARR GOM	Amber

#### Risk Management

- Securing sufficient sustainable funding
- Maintaining staffing levels

## **CHILDREN IN CARE AND CARE LEAVERS' DETAILED INTEGRATED DELIVERY PLAN 2008-2011**

### RAG Self Assessment

A RAG (Red, Amber, Green) Self Assessment will be used to assist Strategic Leadership Group and Devon Children's Trust in monitoring the plan.

Where appropriate KC, DB, IT, DH and JD will complete the assessment.

A baseline position was indicated at Aug 08, this will be updated when the plan is monitored six monthly - first review December 2008