

**STRATEGY TO REDUCE THE POPULATION OF  
LOOKED AFTER CHILDREN IN NEWCASTLE**

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### **Reduce entry to LAC system**

- Ensure reduction in LAC by implementation of Early Intervention and Prevention Model of Service Delivery
- Ensure implementation of the action plans completed as part of Workstream one, Prevention i.e. Domestic Violence, Parental Learning Disability, Drug and Alcohol Misuse and Parental Mental Illness
- Family Group Conference to be held for all children/young people identified as being at risk of accommodation or accommodated
- Work to be undertaken with staff regarding consistent thresholds for removal / training re risk and resilience / protective factors (Dartington)
- Placement Request Forms to be completed to better inform decision for accommodation

### **Ensure more children and young people leave the LAC system and care planning**

- Implement new protocol for transfer of cases to LCST
- Re-shaping of area teams
- Training for all staff on using alternative legal orders i.e. SO, RO, SGOs and Placement with Parents regulations
- Discharge Care Orders for those children placed with parents for over one year
- Permanence tracking tool to be launched to ensure effective tracking of all LAC
- Bi-annual Core Assessments to be completed which must re-assess the family situation and the need for the child/young person to remain Looked After
- Alternative plans for older children in a large family to be considered. Rather than removing all children each individual child's needs must be assessed alongside resilience issues, i.e. a 14 year old compared to a 6/7 year old



### **Reduce the time LAC are accommodated**

- Multi-disciplinary Placement Panel to be held on a weekly basis
- Permanence tracking tool to be launched to ensure effective tracking of all LAC
- Re-launch permanence policy to ensure there is no drift and babies and children up to 8 years are adopted expeditiously
- Re-launch Reunification Policy to enable children and young people to return home within 6 weeks
- Family Group Conferences to be held for all children and young people who have been accommodated
- Multi-disciplinary care team meetings to be held within two weeks from the date of admission
- Monthly Management information to be provided to all managers regarding admissions/discharges
- Ensure 4-month permanence meetings are held for all LAC to ensure no drift
- Re-launch Child in Need procedures
- Ensure Core Assessments are completed within timescale in order to inform the plan
- Implementation of Charging Policy
- Consider the role of Emergency Duty Team and Family Support

## **BACKGROUND**

Looked After Children are those children and young people aged between 0 to 18 years who cannot safely remain with their family and are cared for by the Local Authority. Children are accommodated by the Local Authority either as a result of court proceedings because they are in danger of being harmed or with parental agreement. A significant proportion of children coming into care have a history of neglect or abuse. Some may have suffered the death of a parent or have parents who are unable to care for them because of illness or disabilities. The majority of children and young people looked after by Newcastle City Council are placed in foster care, with only a small proportion of young people placed in residential care, usually due to their more complex needs.

From December 2003 to May 2005 there was an incremental rise of 13.5% in the numbers of children and young people looked after by Newcastle Social Services. This increase in Newcastle's Looked After Children population was recognised as having become of concern because not only had an analysis of demographic information suggested that the population of Newcastle's Looked After Children was higher than similar Local Authorities but higher number of Looked After Children had put substantial increased pressure across the service.

In view of the increasing urgency of this situation and the serious financial implications for the Authority, Children's Social Care recognised the need to develop a robust multi-agency strategy to reduce Newcastle's Looked After Children population as long as that was on a safe and sustainable basis.

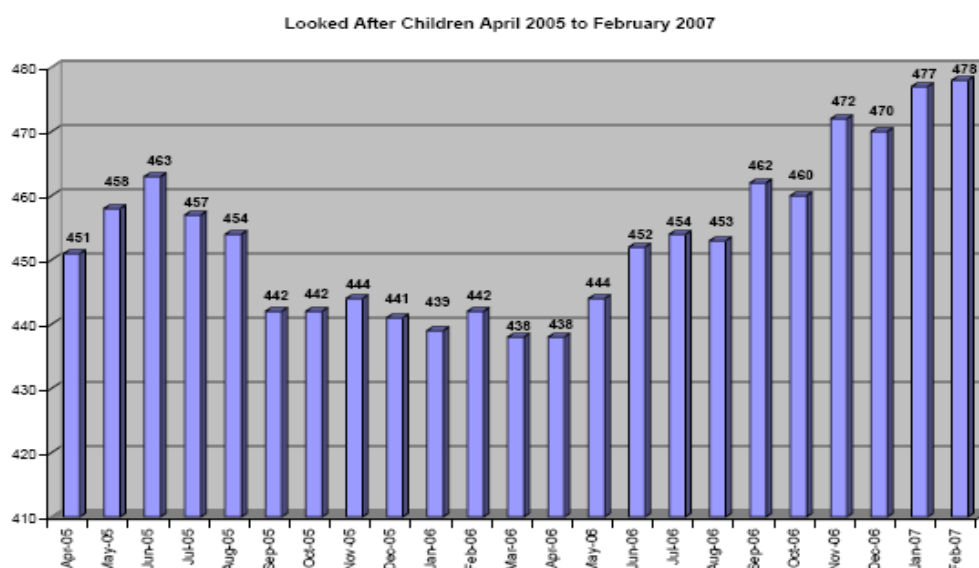
## LOCAL CONTEXT

The need to safely reduce the number of Looked After Children (LAC) in Newcastle also fits with the Newcastle Plan for Children and Young People (2006-2009), which identifies this as a key priority along with the need to increase and improve support to parents with particular problems such as:

- Mental health
- Drug or alcohol
- Domestic Violence

During the year ending 31 December 2006 there was an increase of 6.6% in the number of Looked After Children (LAC). This rise in the LAC population mirrors the rise in the number of children referred and the numbers of children on the Child Protection Register during the year, although the overall rate of increase for LAC is less than either of these.

**Fig 1**

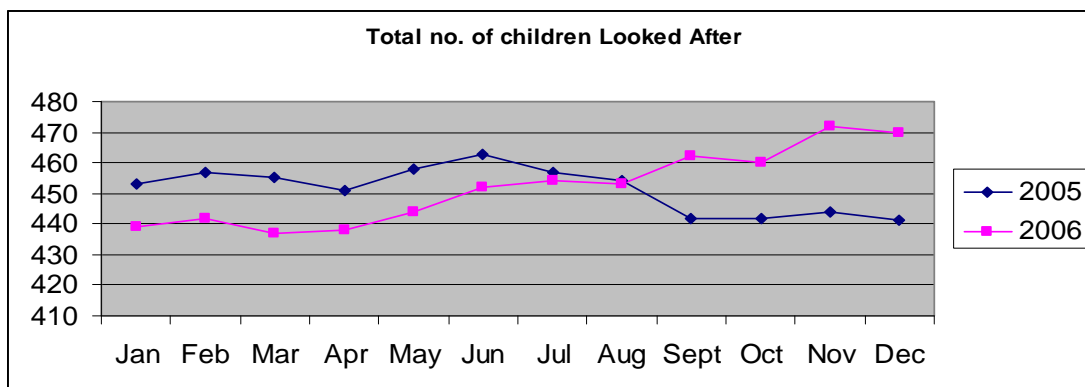


At 31 December 2006 there were a total of 470 children Looked After and 78 subject to Short Breaks. The number of children accessing short breaks has remained relatively stable.

73% of Looked After Children have either an Interim Care Order (15.5%) or full Care Order (57.5%); 25% are Looked After on a voluntary basis.

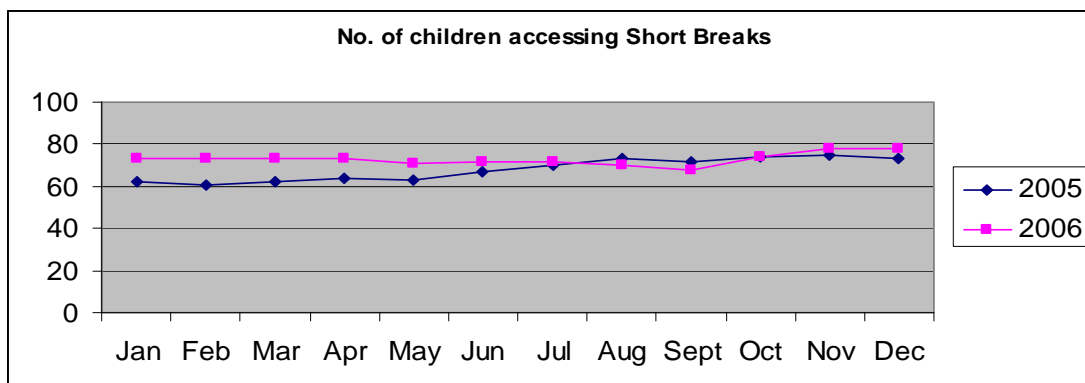
**Fig 2**

<b>Looked After</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2005	453	457	455	451	458	463	457	454	442	442	444	441
2006	439	442	437	438	444	452	454	453	462	460	472	470



**Fig 3**

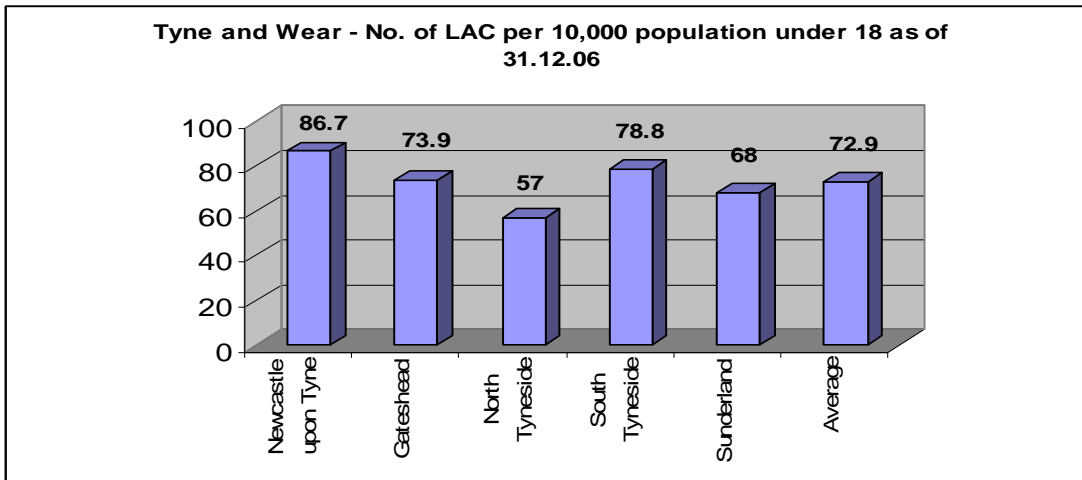
<b>Short Break</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2005	62	61	62	64	63	67	70	73	72	74	75	73
2006	73	73	73	73	71	72	72	70	68	74	78	78



Newcastle has the highest rate of Looked After Children within the region and the second highest rate of the core cities after Liverpool.

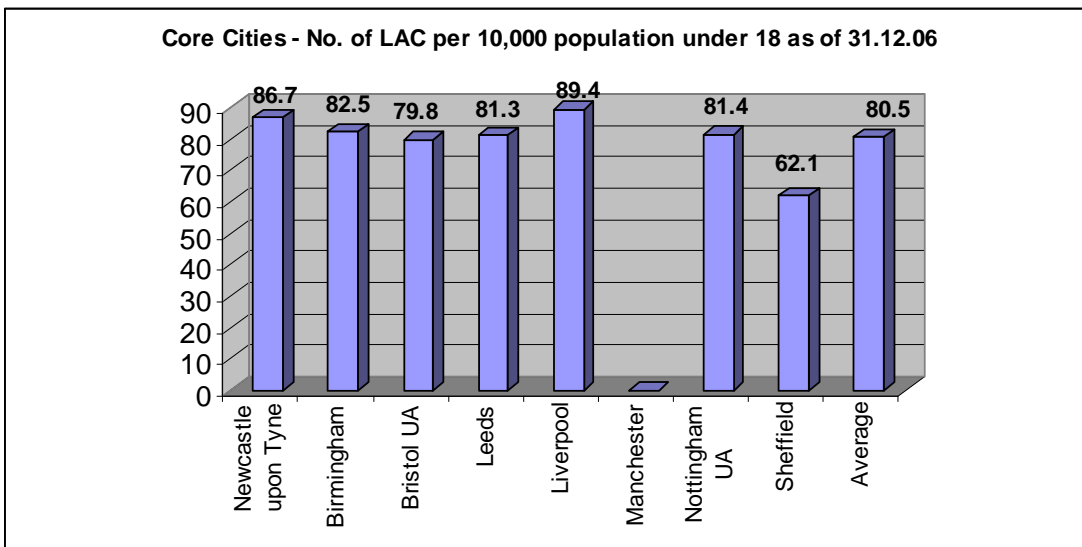
## Tyne and Wear Comparisons

Fig 4



## Core Cities' comparisons

Fig 5



NB: No data for Manchester available

## Reason for Placement during 2006

There have been no significant changes in the reasons for a child becoming Looked After.

Reason	%
Abandonment by carer	1
Parental substance misuse	6
Domestic violence	6
Family breakdown	3
Long term illness/hospitalisation of carer	13
Neglect	43
Offending behaviour/risk to self	9
Parental inability to manage	11
Physical injury	7
Sexual abuse	1

## Placement at 31 December 2006

Residential Care	49 (10.4%)
Foster Care	
- within City	170 (36.2%)
- Out of area	183 (38.9%)
Placed for adoption	31 (6.6%)
Other (e.g. supported independent living)	37 (7.8%)

Looked After Children continue to have settled placements with more than 50% of children living in the same placement for more than two years. Fewer children experience repeated changes of placement than previously (8.9% at 31<sup>st</sup> December 2006). In national comparisons, Newcastle continues to perform well in this area.

The long term stability of Looked After children is acceptable.

The biggest change in 2006 was a 15% reduction in the number of children placed for adoption within 12 months of their best interest decision being made. There were renewed efforts during the year and the number of children placed for adoption appears to be rising at 31 December 2006. Despite the reduction in the number of children placed for adoption, Newcastle continues to place more children than the national average.

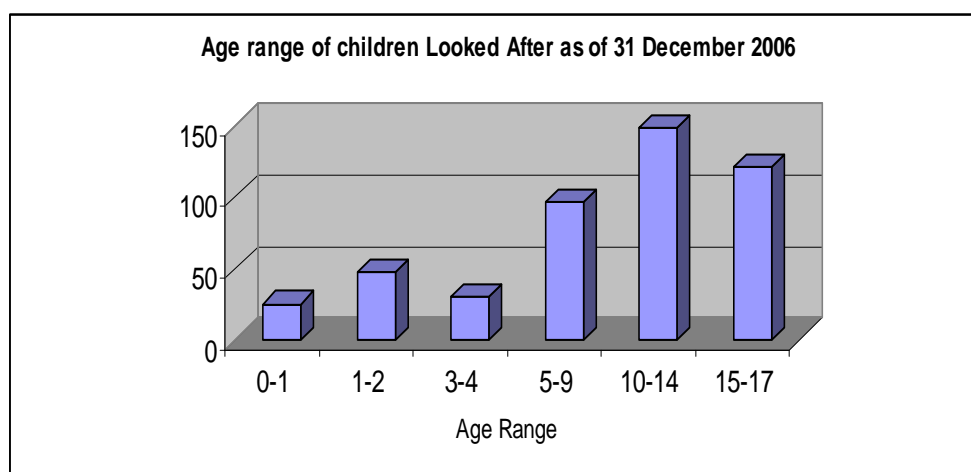
## Gender, Age & Ethnicity

There have been only marginal changes (1% or less) in the gender, age and ethnicity profiles of Looked After Children during the year. The profiles at 31 December 2006 are as follows:

<b>Gender</b>	LAC	%	Short Break	%
Female	214	45.5	20	26
Male	256	54.5	58	74

<b>Age Range</b>	LAC	%	Short Break	%
0-1	25	5	1	1
1-2	48	10	0	0
3-4	30	6	1	1
5-9	97	21	16	21
10-14	149	32	34	44
15-17	121	26	26	33

**Fig 6**



<b>Ethnicity</b>	LAC	%	Short Break	%
White British	418	89	71	91
Asian/Asian British	18	4	3	4
Mixed	18	4	2	2.5
Black/Black British	10	2	2	2.5
Other ethnic background	6	1	0	0

The percentage of children from minority communities who are Looked After Children is equivalent to the percentage of children from minority ethnic backgrounds within Newcastle.

## DEVELOPMENT OF THE STRATEGY

The reasons for children becoming accommodated are complex. While Social Services' intervention is targeted at the most vulnerable children and their families, a number of other agencies across the City have a role in supporting families in their task of raising children safely. To succeed, the scope of the Strategy to reduce the Looked After population has needed to be sufficiently broad enough to encompass the role of all agencies working with children to ensure that there is a shared responsibility across agencies for its development and implementation. This shift will require a major cultural change in multi-agency working, so that the provision of preventative family support services, to ensure earlier intervention before families reach crisis status, is viewed as a shared response between all agencies rather than the primary responsibility of Social Services. This is in line with the developments in Children's Services which are underpinned by the Children Act 2004.

To ensure multi-agency support and ownership, the development and implementation of the Strategy has been overseen by a multi agency Project Board which reported to the Children and Young People's Strategic Partnership. The Project Board was chaired by the Head of Children's Services and included representatives from Education, Health, the Voluntary Sector and the Children and Young People's Strategic Partnership of which the Lead Member of Children's Services is a member.

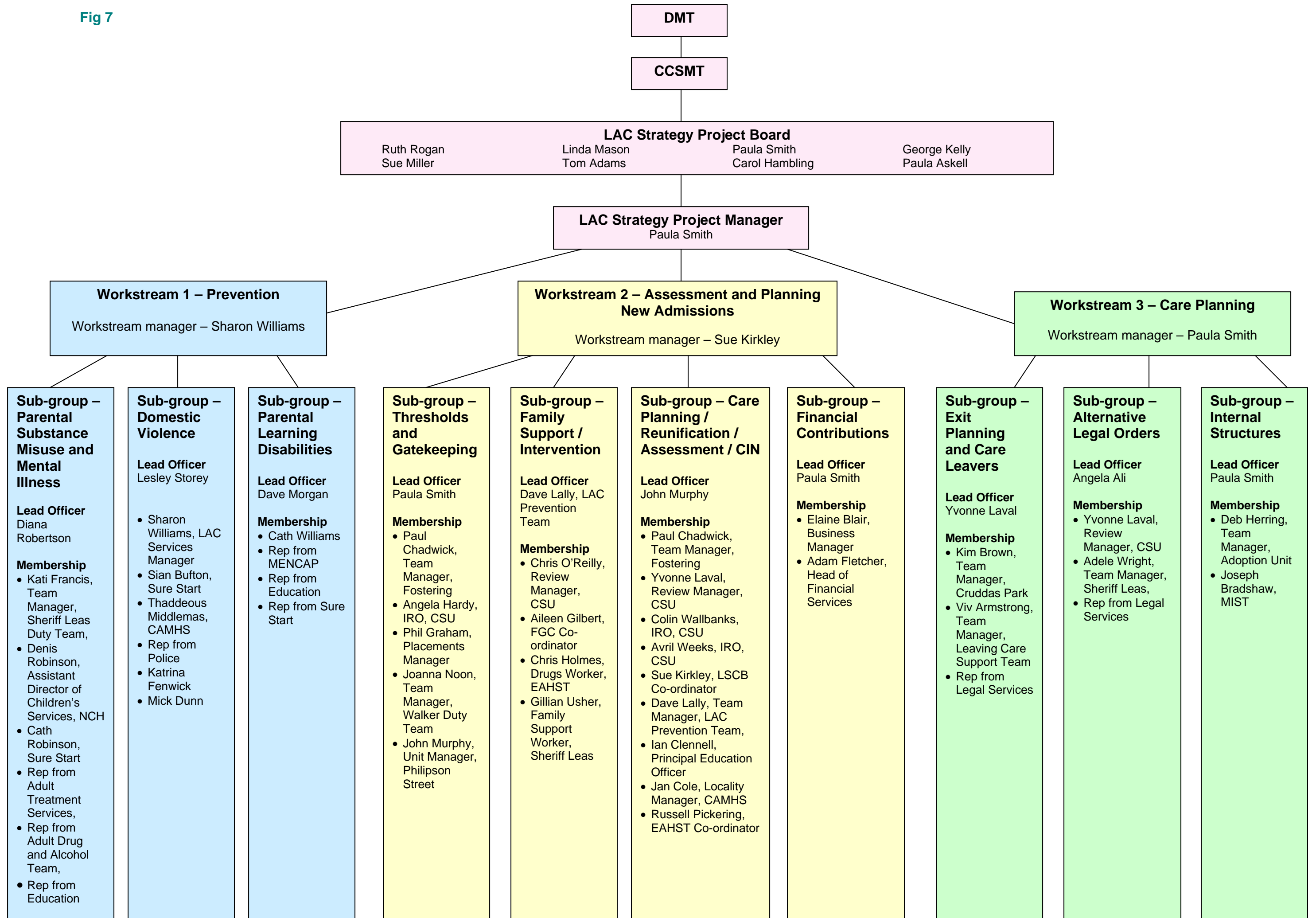
As the rise in the number of Looked After Children raised questions about:-

- The implementation and effectiveness of early intervention and family support services;
- Effective targeting of resources;
- Family stability;
- Planning for children when accommodated.

Three key elements to the Strategy were identified, including:-

- Preventing children and young people being accommodated in the first place by improving the capacity of families to safely care for their children;
- Reducing the duration of stay when children and young people first are accommodated particularly focusing on the initial 6 – 12 week period;
- Increasing the numbers of children and young people leaving care through reunification with their families, adoption or moving to independence.

Fig 7



## KEY FACTORS

Analysis from case file audits of admissions to care over the period January – September 2005 indicated that:

- The 0 to 5 years were the largest group to be accommodated into care followed by the 10 years plus age range. One third of the children accommodated were 0 to 1 years old;
- For the under five years, child protection reasons were the principal reasons for admission;
- A large proportion of children had been subject to court proceedings;
- Over half the number of children subject to audit had a plan for permanence by way of adoption or long term care;
- There had been a significant number of sibling groups of three children or more;
- The majority of children were accommodated due to chronic neglect. This corresponds with the figures for child protection registration which also identifies neglect as the main reason for registration;
- An emerging feature was the increase in the proportion of children who were accommodated due to parental substance misuse, domestic violence and parental mental illness;
- 74% of the Looked After Children come from an Neighbourhood Renewal Fund area;
- The challenges in caring for these children and young people have become more demanding due to the levels of abuse and deprivation they have experienced prior to being received into care

The outcome of the case file audits, which highlighted not only key issues but also a number of areas for improvement, informed the work of the three work streams. By identifying key themes, this formed the basis of the work stream sub groups and colleagues with specialisms/experience in these particular areas were asked to lead on specific sub groups, with detailed reports and action plans being produced.

## WORKSTREAM SUB-GROUPS

### Work stream 1 – Prevention

The purpose of this work stream was to develop an effective preventative strategy across the City with all agencies working with children, to strengthen parenting capacity and to reduce the need to accommodate. This has now been completed and can be found at [link to website](#). Given the high proportion of children either accommodated or registered on the Child Protection register due to neglect this was a specific target area for the work stream. Given that the content of this Work stream cuts across all agencies and is safeguarding in its nature, Newcastle LSCB has assumed responsibility to co-ordinate this work and has incorporated this into its 2006-2009 Business Plan.

#### Sub group – Parental Substance Misuse/Mental Health Issues

This sub group considered:

- Those issues affecting children and young people who have substance misusing parents and parents with a mental illness;
- The research highlighting the outcomes for those children who are removed from their parents care due to concerns with regards to substance misuse and mental illness and are placed in Local Authority care.
- The ability/ knowledge base of other agencies in identifying the issues/concerns/risks with regards to children/young people living with substance misusing parents and those with a mental illness;
- Consider the hypothesis that with a wrap around multi-disciplinary package of support in place, a significantly higher number of children than currently, can remain safely at home

#### Sub group – Domestic Violence

This sub group considered:

- Those issues affecting children and young people who experience Domestic Violence;
- The research highlighting the outcomes for those children who are removed from their parents care due to concerns with regards to Domestic Violence and are placed in Local Authority care;
- The ability/ knowledge base of other agencies in identifying the issues/concerns/risks with regards to children/young people living with Domestic Violence;
- Consider the hypothesis that with a wrap around multi-disciplinary package of support in place, a significantly higher number of children than currently, can remain safely at home.

## **Sub group Parental Learning Disabilities**

This sub group considered:

- Those issues affecting children and young people who have parents with learning disabilities;
- The research highlighting the outcomes for those children who are removed from their parents care due to concerns about their ability to parents and protect them and are placed in Local Authority care;
- The ability/ knowledge base of other agencies in identifying the issues/concerns/risks with regards to children/young people living with parents who have a learning disability;
- Consider the hypothesis that with a wrap around multi-disciplinary package of support in place, a significantly higher number of children that currently, can remain safely at home.

## **Work stream 2 – Assessment and Planning New Admissions**

The focus of this work stream was to reduce the duration of children and young people's stay once accommodated with an emphasis on returning them home within the first six to twelve weeks of admission. Specific attention was given to the need to enhance multi agency assessment and planning to establish reunification to parents or extended family networks. The intention being that plans to return children home would draw upon a menu of intensive family support services, with specific input from universal services and community networks.

It was agreed that all admissions would be monitored by a Placement Panel which would examine individual cases to ensure that the threshold criteria for admission had been observed and would draw upon multi-agency support to mobilise community resources to facilitate successful returns home. Areas for development include use of multi-agency plans for Children in Need; the use of Residence Orders and Kinship care to enable a return to the extended family, use of outreach support from the emergency residential unit; therapeutic services from Child and Adolescent Mental Health Services, financial contributions to the costs of care from parents and educational support.

## **Sub group – Thresholds and Gatekeeping**

This sub group considered:

- The current threshold for accommodation;
- The need for consistent thresholds across the team manager group regarding the threshold criteria for accommodation and with respect to risk management;
- Is the current gate keeping sufficient and robust enough (to include EDT and YOT);

- Once a child/young person becomes accommodated – what should happen next?

### **Sub group – Care Planning/Reunification/Assessment/CIN**

This sub group considered:

- The current reunification policy;
- The hypothesis that a robust CIN system would prevent children becoming accommodated;
- Whether core assessments are completed in accordance with the Children's Services procedure manual and ACPC procedures
  - Is there consistent practice throughout the service;
  - Are timescales being complied with? Identify from the MIST how many core assessments have been completed within the last year, with timescales;
  - What is the management overview on core assessments? Are they being read, signed off, reviewed regularly?
  - Consider the current quality and analysis of core assessment being completed;
  - Are core assessments being considered in line with the request for accommodation? Do core assessments include a cost analysis of accommodation and maintaining children/young people at home?
- Whether the planning process following accommodation is robust enough;
  - How effective is the dual working and transfer process from the LAC Prevention Team to area team;
  - How effective is the transfer process from the Duty Team to the long term teams. Are the current staffing vacancies having a negative impact on this?

### **Sub group – Family Support/Intervention**

This sub group considered:

- The current role of the LAC prevention team and the family support workers within the area teams;
- What other Family Support services are available.

### **Sub group – Financial Contributions**

This sub group considered:

- The implementation of parental contributions and the hypothesis that parents would reconsider requesting their children to be accommodated if they had to financially contribute to their care.

### **Work stream 3 – Care Planning**

This work stream aimed to ensure a coherent and timely response once a child was accommodated to avoid drift in care planning. It was felt that this would be achieved by streamlining planning arrangements, develop clearer comprehensive multi-agency plans for children focusing on the outcomes, which define how their exit from the system will be achieved either through adoption, reunification with the extended family network or leaving care.

### **Sub group – Exit planning and Care Leavers**

This sub group considered:

- The current Leaving Care Team procedures and whether the current transfer process working effectively?
- How effective the current exit planning process is:
  - Consider what work needs to be undertaken when a young person reaches 15 years old in order to prepare them for independent living;
  - Are young people given enough information about their right to discharge their own Care Orders?
  - How effective are the current processes/procedures for reassessing risk and changing plans with a view to reunification and discharging Care Orders.

### **Sub group – Alternative Legal Orders**

This sub group considered:

- The appropriateness of using alternative legal orders to Care Orders:
- The appropriateness of those children/young people who are subject to Care Orders and are placed with either parents at home (placement with parents regs) or placed with family members (kinship care).

### **Sub group – Internal Structures**

This sub group considered:

- The structures of other Local Authorities and how effective this is in relation to care planning, progressing plans, retention of staff;

- The effectiveness of the current care planning procedure;
- The implications on the area teams of the Adoption regulations from 30 December 2005.

Action plan from all these reports can be found at Appendix 1 and the whole reports can be found on the Children's Services intranet site.

## **IMPACT OF RISING NUMBERS OF LAC**

There are significant implications associated with rising numbers of Looked After Children, including:

- Higher numbers of looked after children has placed substantial pressure on the availability of Newcastle's own placement resources such as fostering, resulting in a reduction of placement choice in house and an increase in the need to commission placements from independent fostering providers and thus less placement stability;
- Increased demands on the social work teams, reviewing officers and support staff in meeting the statutory requirements for this user group;
- The financial costs of looking after this number of children has placed significant and unsustainable pressure on the budget particularly as fostering placements in the independent sector are significantly more expensive than in house provision.

## PLACEMENT STABILITY

The Department for Education and Skills produced an Executive Summary in September 2005 looking at improving outcomes for looked after children: placement stability. The study also looked at stability in terms of diversion from care, early intervention and prevention and, for those who are LAC, achieving permanence in the longer term. The key finding from the study found that:

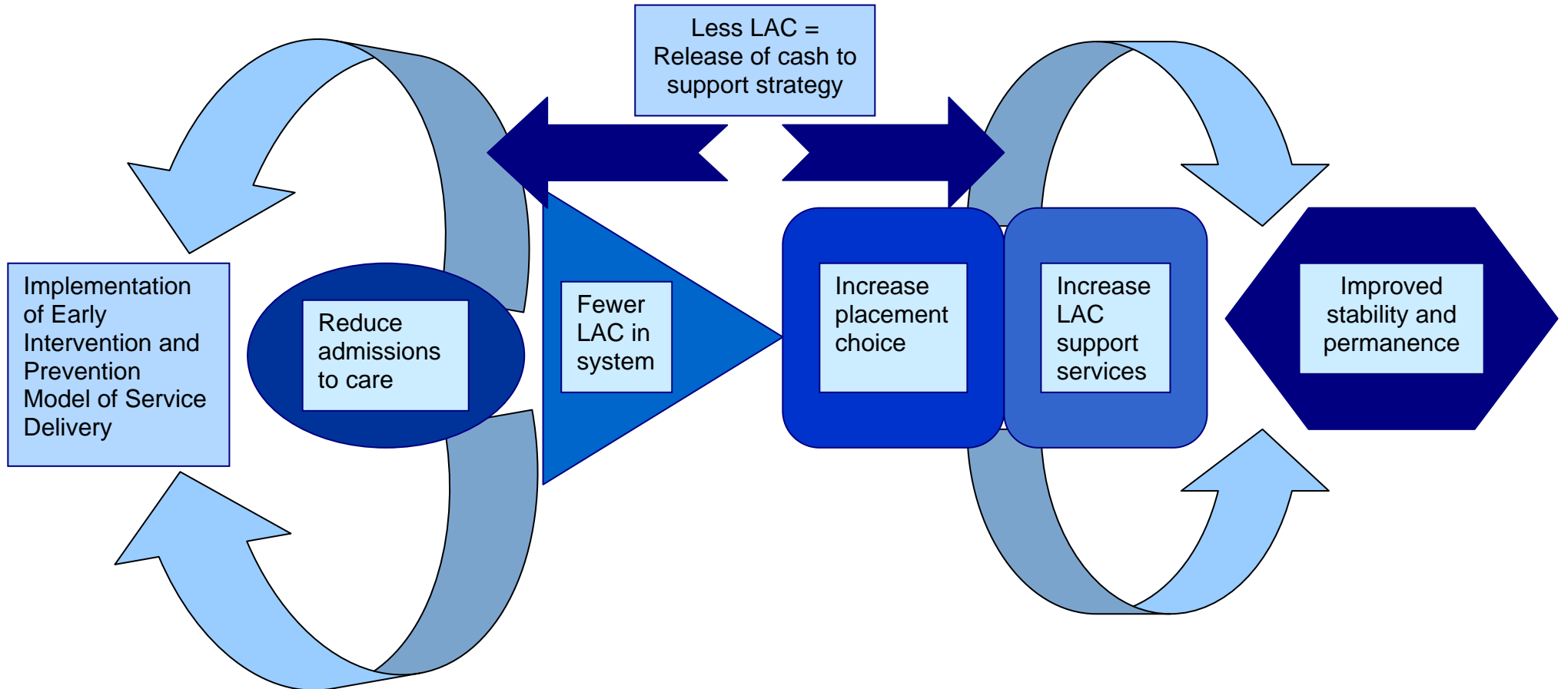
- There is no single factor which creates a considerable difference;
- Demographics, size of authority, local circumstances (including deprivation) and capacity are variables which affect performance rather than having a consistent impact;
- There are a few consistent underlying factors which all need to exist if improvement is to be marked. These are overall local authority stability (politically, managerially and in the wider practitioner workforce); strong, clear, committed leadership; a high political priority for LAC; investment of time and effort as much as resources; and very tight performance management by senior staff;
- Poor performance appears to relate to a few key factors which have a disproportionate impact, particularly when linked to other factors that indicate poor organisational performance generally. These are a lack of leadership; political, managerial or workforce instability; financial instability; incoherence within or across the organisation; a lack of priority for LAC and a simplistic analysis of what is required to improve services;
- This is compounded if there is planning drift; high rate of LAC numbers; a high rate of use of court orders; a lack of choice and high expenditure on independent fostering agencies (IFA's) and residential care; and an absence of both family support and early intervention services, and of active placement support services;
- The most effective and improving authorities are doing four things simultaneously:
  - Improving "front door services" by investing in prevention initiatives, early intervention to prevent breakdown in the family, tight gate keeping and rapid rehabilitation schemes;
  - Improving placement choice, with aggressive improvements to foster care, rigorous reviews of all placements, and re-investment and re-configuration of residential care, through strong and effective commissioning;
  - Improving placement support with dedicated teams, multi-agency support with education, health and CAMHS input, 24/7 services, and investment in training and continuous professional development (CPD) for foster carers and residential staff;

- Maintaining a strong focus on every child, with in depth management tracking and review, case audit, development of the role of IRO's, a consistent attention to the quality of basic practice and the use of strong and tightly managed permanency policies;
- Significant improvement is achieved when:
  - Authorities take a two to four pronged strategy addressing which factors will trigger improvement (early intervention and prevention, strong tracking and case management, improved placement choice, improved placement support);
  - Leadership, the priority given to LAC and the investment of time as well as resources all exist;
  - The system is underpinned by strong effective commissioning;
  - There are good service governance systems in place, and attention is consistently paid to the quality of basic practice;
  - Thinking differently and releasing resources through changes in activity and reconfiguration takes place;

New investment is used to kick start change.

Fig 7

## Placement Stability System



In order to address some of these areas, a number of strategies/plans have been developed including:

### **Fostering Recruitment and Retention Strategy**

The Looked After Children's Service Manager, has produced a business case, which has secured a £1.5m invest to save cash injection in the Fostering Service. The key aims of this strategy are:-

- To recruit 50 new foster carers over the next two years – preferably sooner;
- Attract foster carers from black and ethnic minority communities; those interested in caring for the over 10s; those wanting to provide long term placements and those with capacity to take sibling groups;
- Increase retention of current and future potential foster carers through an extensive and attractive support package;
- Improve placement matching by increasing the numbers of carers;
- Improve placement stability by improving wrap around services to the placement;
- Decrease use of costly Out of Authority fostering placements because of a lack of in-house capacity.

### **Early Intervention & Prevention Strategy**

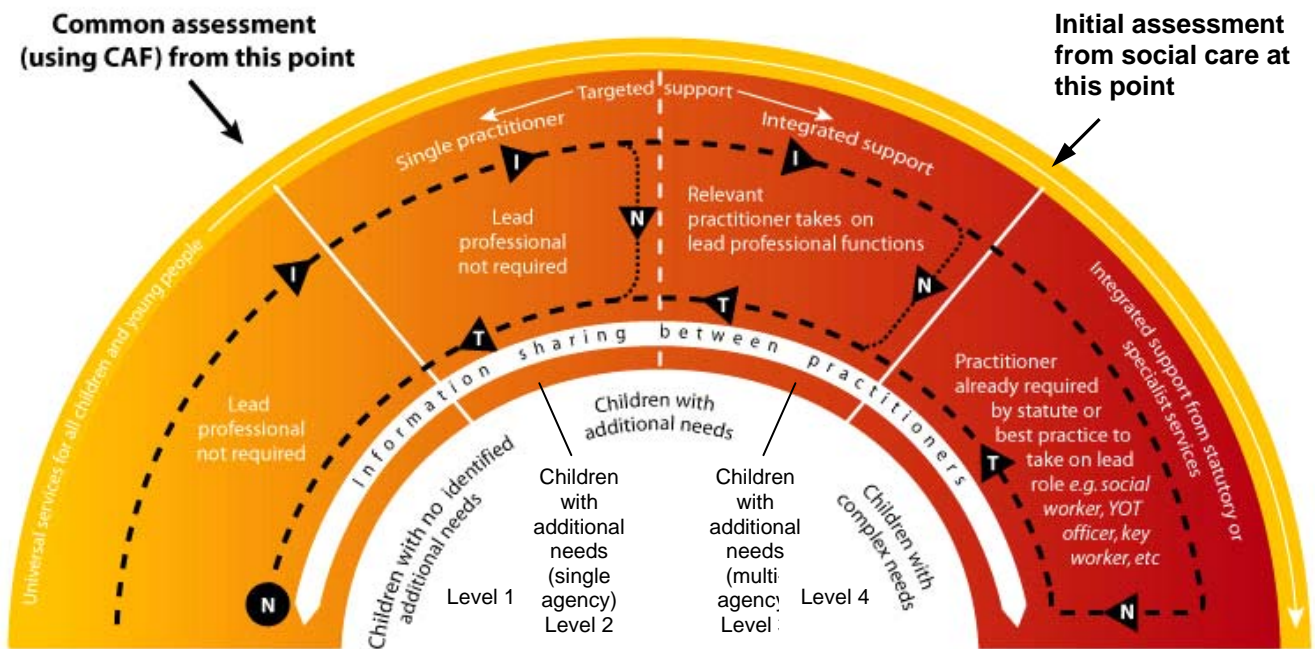
Newcastle's Early Intervention and Prevention model of service delivery, which refers to all children and young people within Newcastle 0-19yrs, builds upon the Newcastle Plan for Children and Young People 2006-2009, which is the single overarching plan for all services affecting children and young people in Newcastle.

The Early Intervention and Prevention Approach uses a conceptual model known as 'The Windscreen Model' to illustrate the relationship between universal services, single agency intervention, CAF, Team Around the Child and specialist service. This will be incorporated into the Transformation Programme in the current review as a project to support Work in Localities.

The Windscreen Model is structured to reflect four levels of need, each level having its own particular emphasis and approach to prevention. The overall aim being to increase the probability that children and young people at level 1 (universal services) will remain at level 1, and that those at levels 2 and above will not escalate to higher levels and be assisted to a lower level of need - and ideally restored to the base level.

The challenge for Newcastle is to move resources, over time from reactive and specialist services to support for prevention, early identification and intervention.

**Fig 8**



**Key**

I = Identification

T = Transition

N = Needs

**Use of Family Group Conferencing**

Family Group Conferencing has taken place in Newcastle through NCH initially as a pilot project and then since October 2004 as a service offered throughout Children’s Social Care from NRF funding and more recently through the Parenting Fund.

There is a considerable amount of evidence from research in Britain and abroad, and from ongoing evaluations of projects in this country, that FGCs are an effective way of bringing families together to make a decision about the welfare of a child.

FGCs provide a convenient and effective mechanism for the Local Authority and parents/carers to work in partnership to address these concerns and find solutions for the child within the family network wherever possible. Every Child Matters, Change for Children – Working Together to Safeguard Children highlights the benefits of using FGCs.

Every Child Matters and The Children Act 2004 set out the vision for working towards better outcomes for children. Family Group Conferencing is part of the system change that is seen as necessary to achieve better outcomes for children and young people and in the contribution to achieving the five key outcomes for children and young people. It is envisaged that the mandatory use of Family Group Conferences will contribute to achieving the following outcomes:

- Ensuring that children and families are at the centre of planning and decision making that affects them;
- Sharing information with the extended family about the safety risks for a child and working with them in partnership to plan and make decisions for the safety of that child leads to plans that can more effectively protect children;
- Wherever possible ensuring that children remain living within their extended families and where they cannot, ensuring they are not alienated from their families;
- Keeping planning and decision making with extended families, assisting them to be independent of statutory involvement whenever it is safe to do so;
- Ensuring that families are not excluded from lines of support and strength available to them in their families and community networks when they come under professional scrutiny. Opening up access to resources within families that are usually unavailable to professionals.

### **Re-shaping of Children's Social Care**

This proposal recognises the way Social Care provide services within the Children and Families social work teams has become increasingly challenging and needs to change to respond to a number of pressures. The proposed new structure has taken into consideration the following:

- High quality safe services for children and young people;
- Better outcomes for children and their families;
- Compliance with legislation and statutory requirements;
- Recommendations from audits, research and reviews, inspections, management reports;
- Meeting targets for performance indicators, national and local;
- The need to work in partnership with other children's services both in the locality and other specialist services;
- The need to reduce our looked after children population and in particular those in out of authority placements;
- Being able to respond to electronic requirements and new IT initiatives;
- Being fit for purpose in order to meet the requirements of Every Child Matters and the integration of children's services;
- Increasing job satisfaction for staff in this area of work;
- Make better use of our resources in a challenging recruitment market.

## Summary

Neglect continues to be the single biggest factor that leads to a child being Looked After or their name being placed on the Child Protection Register. The rise in numbers is due, in part, to the fact that professionals have a better understanding of the impact on children of parental substance misuse, domestic violence and parental mental health, although raises questions about:

- The implementation and effectiveness of early intervention and family support services;
- Effective targeting of resources;
- Family stability;
- Planning for children on the Child Protection Register or when they are Looked After.

A shift is required to achieve cultural change in multi-agency working. The provision of preventative family support services, to ensure earlier intervention before families reach crisis must be viewed as a shared response between all agencies rather than the primary responsibility of Social Care, and resources committed to support this, which include family and parenting.

A strategy for safeguarding children in Newcastle has been developed alongside a model of integrated service delivery for early intervention and prevention. These encompass all agencies working with children to ensure that there is a shared responsibility for improving outcomes for children.

Having worked in collaboration with the LSCB co-ordinator, actions identified from this strategy are now embedded within the draft Stay Safe key priorities 2007 (pending NPCYP review, which include:

1. To continue to monitor and contribute to the safe reduction in numbers of children Looked After and on the Child Protection Register.
2. Implementation of Newcastle LSCB Safeguarding Procedures.
3. Co-ordination of the work for effective services for children affected by domestic violence.
4. Co-ordination of the work for policy and procedure development and supporting families where parental mental health is a problem.
5. Co-ordination of the work for policy and procedure development and supporting parents with a learning disability.

Work is also underway to establish a common language across children's services to inform the thresholds for making appropriate referrals into Children's Social Care. This is embedded in the Newcastle LSCB Safeguarding Strategy and Early Intervention and Prevention Model, which will be implemented during 2007.

## Recommendations

1. Early Intervention and Prevention model of service delivery to be rolled out and implemented across the City with the local managers taking a lead role on this;
2. Implementation of the LAC reduction strategy action plan;
3. Proposal to re-shape Children's Social Care to be agreed and implemented;
4. Invest to Save Business Case in the Fostering Service to be implemented;
5. Business Case to be developed regarding the mainstreaming of Family Group Conferencing;
6. Progress of all the recommendations to be scrutinised and reviewed by CYPSP and LSCB.

## Workstream 1 – Domestic Violence

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Domestic Violence action plan – Stay Safe</b>	To review, improve and extend routine and selective enquiry training and monitoring.	September 2007	Paula Askill	
	To promote education and awareness of domestic violence in schools and initiate the modelling of Healthy Relationships.	2006/08 Work ongoing	Lesley Storey Ian Clennell	City Council Confirmed 25k
	To develop and implement multi-agency risk assessment and risk management processes across the city via training.	June 07	Sharon Williams Sue Kirkley Grainne Fagan	GONE 6k
	To increase the capacity of specialist domestic violence services to provide support to families vulnerable due to domestic.	September 06 Achieved	Lesley Storey	NRF 143 K

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>Domestic Violence action plan – Stay Safe</b>	To develop and implement non-court mandated group work programmes for men to address abusive behaviours. To provide advocacy and support for partners and children of men on group work programmes.	January 07 Achieved	Steve Foster Lesley Storey	Barnardos NRF
	To co-ordinate the access to and availability of group work programmes thus raising victims awareness of the effects of D/V on children and young people.	April 2007	Steve Foster 200620 DV partnership	Barnardos
	To complete a status assessment regarding the cities compliance on the Vision for Children's services.	April 2007	Sue Kirkley Lesley Storey	NIL
	To facilitate a turning the curve event re D/V and child protection	June 2007	Sue Kirkley Lesley Storey	
	To develop and disseminate a directory of services and advice for victims of domestic violence.	April 2007	Neil Munslow	NIL
	To establish a practice improvement group in relation to D/V.	April 2007	Sue Kirkley Lesley Storey	NIL

## Workstream 1 – Substance Misuse and Parental Mental Illness

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Substance misuse - Ensure all universal and targeted services acknowledge and respond to their responsibility to safeguard children and to improve their circumstances</b>	Organisations circulate a clear statement of their responsibilities towards children affected by parental substance misuse and mental health issues.	ongoing	Organisations lead professional for safeguarding Sue Kirkley	Nil
	Service development takes account of the need to safeguard and promote the welfare of children, and is informed by the views of children and families.	Ongoing	Will be monitored by the LSCB	Nil



Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Substance misuse – Increase early interventions</b>	Plan strategies for providing additional support through primary care to women with substance misuse or mental health problems who need help to access services including child care support and proactive and assertive community outreach.	Ongoing	Di Robertson	Nil
	Ensure consistent assessment across adult and children services.  Pilot joint family assessment between adult and children’s services.	Ongoing  Ongoing	Di Robertson Rachael Hope Grainne Fegan Sue Kirkley Mal MacLean Sharon Williams	Nil
	Develop links between adult treatment services and CAF pilot to facilitate learning opportunities for all staff.	Achieved		

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Substance misuse – Increase early interventions</b>	Develop agreed protocols for information sharing between adult services and children’s services including improving communication between professionals providing and requesting information for Child Protection Conferences and LAC Reviews	July 2007	Margaret Brankston John Bell Fiona Haynes	Nil
	Secure funding for a specialist young carers worker for young people living in families where there are substance misuse and mental health problems.	Achieved	Di Robertson Angela Searle	Yes
	Set up participation group to consider the needs of substance misusing women in Newcastle to support and strengthen parenting.  Contact Launchpad to carry out a survey with users of mental health services to establish their needs as parents and how they would want those needs met.	Ongoing  July 2007	Rachel Hope Fiona Richardson  Doreen Andrews Elaine Hill	Nil

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>Substance misuse – Increase early interventions</b>	Set up practice improvement group to formulate an outcome improvement plan to support working with parents who have mental health problems, which is accountable to the LSCB.	Sept 07	Barry Chipchase	Nil
<b>Substance misuse – Provide crisis interventions</b>	Formulate a proposal for the development of a crisis intervention service which will respond to the urgent needs of families with substance misuse problems to increase parenting capacity.	Achieved	Sharon Williams Di Robertson Mal MacLean	Nil
	Develop links with specialist foster care community support scheme to provide on going support for families who are in crisis	To be amended	Karen Simmons	Nil
	Provide improved emergency and long term housing for pregnant drug users and their children.	Significant progress/ongoing	Drug users and Accommodation Group	unknown

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Substance misuse –            Improve confidence            and competence of all            staff who work with            children and families            or adults who are            parents in            understanding the            impact of substance            misuse and mental            health on parenting            capacity</b>	Review and re-launch practice guidance for working with substance misusing parents	April 07	Fiona Richardson Sue Kirkley Di Robertson	minimal
	Formulate training strategy and training plan for delivery 2007-09  Parental substance misuse course  Training for Tier 1 workers on basic drug awareness, referral pathways and services  Harm minimisation training  Training for midwives and Health visitors  Provide joint training opportunities for staff in adult and children’s services.	July 07	Fiona Richardson Robin Harper Coulson  Tony Metcalf	unknown

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Substance misuse – Improve confidence and competence of all staff who work with children and families or adults who are parents in understanding the impact of substance misuse and mental health on parenting capacity</b>	Establish link members of staff to liaise between children’s services and adult treatment, mental health teams and social services. Provide shadowing opportunities for key members of staff	July 07	Doreen Andrews Sharon Williams Mal MacLean	Nil
<b>Substance misuse – Establish effective data collection systems</b>	Make use of available data to attract additional funding, reallocate resources and to demonstrate the need for innovative practice.	Achieved/ongoing	Diana Robertson	Nil
	Establish systems for collating data for how many children who are on the CPR and Looked After are living with parent with mental health problems and/or parental substance misuse	Ongoing	CSSU	Nil

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Substance misuse – Establish effective data collection systems</b>	Establish system for recording if a child or young person becomes looked after due primarily to Substance misuse or mental health issues.	May 2007	CSSU	Nil
	Establish system for incorporating information from agencies such as SureStart in to our evidence base.	Ongoing	DR	Nil
	Monitor and evaluate the effectiveness of the new NDTMS fields on dependant children to ensure they meet our needs in terms of data collection.	June 07	Mal MacLean	Nil

## Workstream 1 – Parental Learning Disabilities

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Ensure a citywide strategic approach when working with parents with learning disabilities</b>	Identify lead agency to carry out this work			
	Develop a citywide multi-agency approach to working with parents with learning disabilities i.e. including joint protocols/policies			
	Debate the pro's and con's of the provision of a specialist parenting service			
<b>Ensure a good quality of support for parents with learning disabilities</b>	Audit current providers across Newcastle (in-house and external)			
	Quality audit of individual providers			
	Develop a recognised standard for providers			

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>To ensure that provision of a good quality advocacy service, one that is specifically trained in Child Protection</b>	Audit current provision			
	Ascertain differences between specialist service and others			
	Consider development of a protocol for overlap in services re generic provision working with specialist provision			
<b>Ensure good practice guidelines for use in child Protection Conferences are complied with by all agencies</b>	Audit current compliance			
<b>Ensure all professionals and agencies working with parents who have learning disabilities undertake appropriate training</b>	Identify training needs within each agency			
	Investigate new ways of working to provide appropriate training for all professionals and agencies			
	Identify agencies that could provide such training			
	Ascertain cost of provision of training			

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Support generic services to deliver appropriate training for parents with learning disabilities</b>	Identify funding for agencies who are competent to deliver such training			
	Identify agencies who would undertake or co-deliver such training			

## Workstream 2 – Assessment and Planning New Admissions

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Thresholds and Gatekeeping</b>	Placement Request Form to be revised to include analysis of risk and assessment of children's needs if a core assessment is not available	Completed and already in place	Paula Smith	NIL
	Placement Request Flowchart to be completed and briefing sessions to be undertaken with all staff	Completed	Paula Smith	NIL
	Placement Panel to be held on a weekly basis	Already in place	Paula Smith	NIL
	Procedures to be written regarding Placement Panel and Placement Request Form	End May 2007	Paula Smith	NIL
	Tracking Tool to be developed with regard to all LAC	Already in place	Paula Smith	NIL
	Monthly management information to be produced regarding admissions/discharges and circulated to all Team Managers and Commissioning Managers	Already in place	Paula Smith	NIL

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>Thresholds and Gatekeeping</b>	Proposal regarding the use of Family Group Conferences to be developed	February 2007	Paula Smith	NIL
	Refresher training to be undertaken with all Children's Social Work staff regarding the use of FGCs	End April 2007	Paula Smith Aileen Gilbert, NCH	NIL
	If accepted, proposal regarding the mainstreaming of Family Group Conferences to be developed	End April 2007	Paula Smith	NIL
	Work to be undertaken with Social Workers and Team Managers regarding consistent thresholds	End May 2007	Commissioning Managers	NIL

## Workstream 2 – Assessment and Planning New Admissions

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Care Planning / Reunification / Assessment / CIN – To ensure clear effect planning is undertaken from the point of admission into L.A.C. System. To ensure compliance to reunification policy across whole of L.A.C. System.</b>	The current model of good practice, which is being implemented by Philipson Street should be used throughout the whole of Children’s Services to include those children that are placed in foster care both in-house and in OOA placements	John Murphy to meet with fostering by 31 <sup>st</sup> May.  To be in place by end October 2006	John Murphy Paula Smith Commissioning Managers, LAC Service Manager	NIL
	For those children and young people who are placed in foster care, ensure a multi-disciplinary “care team” meeting is convened within the two week period from the date of admission.			NIL

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Care Planning / Reunification / Assessment / CIN – To ensure clear effect planning is undertaken from the point of admission into L.A.C. System. To ensure compliance to reunification policy across whole of L.A.C. System.</b>	<p>To consider the need to develop a risk assessment tool in order to assist Children’s Services field work staff in their assessments of risk in order to achieve both consistent thresholds and decision making and improve quality.</p> <p>Training programme to be identified re the need for good quality risk analysis</p>	<p>End October 2006</p>	<p>John Murphy Paula Smith Carol Moore Rep from Area Team</p>	<p>NIL</p>
	<p>Develop a C.I.N. system as robust as the current C.P. Framework which sits within the LSCB Safeguarding Procedures. Reviewed on a regular and consistent basis.</p>	<p>To be relaunched End March 2007</p>	<p>Commissioning Managers Sue Kirkley</p>	<p>NIL</p>
	<p>Joint training for all those staff involved with LAC</p>	<p>Ongoing</p>	<p>Carol Moore</p>	<p>NIL</p>

Objective	Action	By When	By Whom/Lead	Costs/budget
<p><b>Assessment and planning new admissions – Provide systems and develop services to effectively minimise /reduce the potential for accommodation.</b></p> <p><b>To reduce the overall numbers of L.A.C.</b></p>	<p>Further develop the placements forum with a multi-disciplinary approach.</p>	<p>Currently via placements panel</p>	<p>Paula Smith</p>	<p>NIL</p>
	<p>Track and monitor current/recent admissions.</p>	<p>Ongoing via placements panel</p>	<p>Paula Smith</p>	<p>NIL</p>
	<p>Review rigorously those admissions that are nearing 28 day L.A.C. review and 4 month decision making conference.</p>	<p>Ongoing via placements panel</p>	<p>Paula Smith</p>	<p>NIL</p>
	<p>Negotiations to take place for a Primary Mental Health worker to be attached to the LAC Prevention Team in order to work with those children and young people who are at risk of accommodation and who have some Mental Health issue.</p>	<p>In place currently</p>	<p>Jane Skittrall</p>	

Objective	Action	By When	By Whom/Lead	Costs/budget
	Re-launch C.I.N. Procedures, currently under revision and upgraded. Need to be implemented as soon as possible across the service and LSCB member agencies. All practitioners to undertake relevant training re compliance.	End October 2006	Carol Moore Robin Harper Coulson	NIL
<b>Provision of clear, focussed and well written Care Plans devolved from Core Assessments.</b>	Consideration to be given to a possible realignment of existing social work teams to develop a dedicated L.A.C. Specialist Social Work Team that would work in close alliance to E.A.H.S.T. (co-located) (Multi-disciplinary)	Initial proposal completed	Paula Smith	NIL
<b>To provide guidance to Children and Families Social Workers and L.A.C. Prevention Team to fulfil their role in care planning.</b>	Consideration to also be given to the development of a dedicated team of social workers who would undertake child protection work and core assessments. Further work needs to be undertaken to establish structure of, and area office designation.	Initial proposal completed	Paula Smith	NIL

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>To ensure Core Assessments are undertaken within compliant timescales.</b>	To ensure all Core Assessments are undertaken within 35 working days for all looked after children.	Systems in place as soon as possible	Team Managers Commissioning Managers	NIL
	To provide a training programme that would enhance the quality of Core Assessments.	By negotiation with Carol Moore	Carol Moore	NIL
	Ensure seamless transfer of cases from duty to long term teams.	March 2007	To be considered in proposals for reconfiguration	NIL
	IROs to develop a system within the review process to ensure LAC documentation accurately reflect plans; and that core assessments are completed and given to the IROs prior to the LAC review and that these inform the plan.	May 2007	Jayne Forsdike	NIL
	CSSU to establish core safeguarding standards to be applied across all services. Alongside this, will be the development of a performance management framework to ensure all agencies maintain high standards.	Working progress through CSSU project with full implementation Feb 2008	Jayne Forsdike	NIL

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>To ensure Core Assessments are undertaken within compliant timescales.</b>	Work to be undertaken with the MIS Team to develop a robust tracking system and for senior managers to be provided with specific management information in order to give an overview of operational activity	February 2007	Paula Smith MIS Team	NIL
<b>To ensure compliance with regulatory framework for inspection, and C.I.N. procedures.</b>	Ensure all L.A.C. documents, care plans and assessments are undertaken within timescale.	Immediately	Team Managers, Commissioning Managers	NIL
	I.P.M. minutes and Care Team Minutes are forwarded to IROs prior to 28 day L.A.C.	Immediately	Social Workers Compliance checked by Team Mangers and Commissioning Managers	NIL
<b>To develop the role of IROs to effectively track and review cases.</b>	Develop a system with the aim of improving the timescale for decisions from the LAC review and minutes is improved.	May 2007	Jayne Forsdike	NIL
	Team Managers to regularly and robustly inspect case files to ensure quality and compliance with regards to care planning and completed core assessments.	Immediately	Team Managers Compliance checked by Commissioning Mangers	NIL

## Workstream 2 – Family Support / Intervention

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Area Team Family Support available to younger children at risk of Accommodation – To co-ordinate preventative services targeted at Families with Young Children where Child Protection risks have reduced where behavioural problems with children may lead to Accommodation at a later stage.</b>	Targeted Family Support within the area a child lives to prevent behavioural issues leading to risk of accommodation as child gets older.			
	Review the protocol for Area Team Family Support Workers to focus work with children when the Child Protection risks have reduced but where there is also behavioural issues for the children.	September	Commissioning Managers	Nil
<b>The effectiveness and impact of the Looked After Children Prevention Team is monitored and reviewed – To provide LAC Strategy Group and lead of services with 6 monthly report and annually thereafter.</b>	Ensure electronic data is available for reporting. Meet with MIST.	July 2006	Dave Lally Julie Softly	Nil
	Meet timescales for assessment.	October 2006	Dave Lally	Nil
	Implementation of robust CIN reviewing protocol.	July 2002	Dave Lally and Safeguarding Children Book	Nil

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>To reduce the time children and young people stay when accommodated, and to prevent the re-admission following re-unification – Identify and recruit in-house fosters who can provide day care for children and young people.</b>	D. Lally and Paula Smith to meet with Paul Chadwick and Looked After Children's Services Manager.	July 2006	Dave Lally	Nil
	Fostering Unit to market this concept.	September 2006	Paul Chadwick	Possibly include in recruitment process
	Fostering Unit to identify carers who may be wanting to change their circumstances e.g. retiring from foster care.	September 2006	Paul Chadwick	Nil
	Appoint Support Worker to families wanting to provide day care.			Current staffing establishment.
	Training gaps to be identified for day carers.	September/ October 2006	Carol Moore	Within established costs.
<b>Clear effective planning for Children in Need – To develop a more robust and focussed plan for children who are at risk of accommodation.</b>	Social Workers and Family Support Workers require training to have clear outcome focussed plans rather than general plans providing support.	To be arranged.	Carol Moore	Training
	CIN reviews to use similar plan to those used at Child Protection core groups.	July 2006	D. Lally S. Kirkley	Nil
	Children to share their views in a more structured way. Explore the possibility of adapting view point for CIN or other tools.	August 2006	J. Softly	Negotiable

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>Assessments should include ambivalence of parent/carer/child and the over all readiness for reunification (e.g.) resolution of risk factors, reduction of anti-social behaviour – Training in assessment to include factors for reunification.</b>	Dave to meet when Carol Moore re training on reunification assessment.	July 2006	Dave Lally Carole Moore John Murphy	nil
	Design sub domains for assessment of readiness for reunification	September 2006	Dave Lally Carole Moore John Murphy	nil
	Training to be included in Directorate training plan.	2006-2007	Carole Moore	?
<b>Provide information and access regarding targeting and universal preventative services within the community.</b>	Directive mapping process is currently under way.			
<b>Work in preventing placements and supporting reunification is funded in finding solutions – To provide a solution forced approach to prevention placement and reunification.</b>	Joint training for LAC prevention team, family support workers and residential out reach workers.	October 2006	Carole Moore	£2,000

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>Parents are less ambivalent to their children returning home and understand their needs – To offer specific parenting education to groups of parents who feel accommodating their children is the only answer to managing their child's behaviour.</b>	To identify appropriate model or programme (family links – nurturing programme)	March 2006	JS	Nil
	Training of a cohort of workers including LAC prevention and residential out reach workers in the programme. (eight workers should make up the cohort)	Oct 2006	Dave Lally John Murphy	£500 Per head = £4000 total
<b>Young people are returned home within six to twelve weeks should they become looked after – To provide a structured program of outdoor activities for young people on the verge of family breakdown or as part of a reunification process.</b>	Proposal to contract Mobex North East to provide 62 sessions per annum	End June 2006	Dave Lally Mobex	
	DMT meet to discuss proposal	End July 2006	DMT	
	Contract set up with Mobex N.E	End July 2006	Dave Lally Karen Dixon	£18,600

## Workstream 2 – Financial Contributions

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Financial Contributions</b>	To produce a proposal regarding the implementation of a charging policy for Looked After Children	March 2006 Completed	Paula Smith	
	If proposal is accepted discussions to take place with Finance regarding the process	March 2007	Paula Smith Adam Fletcher	
	Procedure to be written regarding the charging policy	April 2007	Paula Smith Rosemary Muffitt	
	Partner agencies and service users to be informed of the charging policy	April 2007	Paula Smith Meg Woollam	

### Workstream 3 – Care Planning

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Exit Planning and Care Leavers – To formalise the transfer to Leaving Care Team (LCST) process</b>	The Children and Families (C&F) Social Worker will carry out an updated Core Assessment, within the last 3 months, which will inform the Pre-Pathway Plan when the child reaches 15 years old.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	The C&F Social Worker will complete a Transfer to Leaving Care document and send to LCST. A copy should be held on the young person's file.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	The C&F Social Worker will send an invite to the LCST to attend the Looked After Child (LAC) Review when the child reaches 15 years of age. The IRO will ensure the Manager LCST is added to the list of invites for the Review and that a copy of the previous completed LAC document is sent to them.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	The C&F Social Worker will present a Pre-Pathway Plan at the LAC Review	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>Exit Planning and Care Leavers – To formalise the transfer to Leaving Care Team (LCST) process</b>	The IRO will arrange a date for a Transfer Meeting at the Review and consider the discharge of the Care Order. If this is the plan the C&F Social Worker will be advised to complete the Court report prior to transfer to the LCST.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	The C&F Social Worker will send invites to the Transfer Meeting to all relevant persons.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	The Transfer Meeting will be chaired by the C&F Team Manager and will be attended by the LCST Manager who will allocate the case to a named worker. All outstanding tasks will be allocated to a named worker with agreed timescales.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	A record will be taken of the discussions in the Transfer Meeting and shared with all interested parties.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>To regularly review Pathway Plans</b>	The LCST will complete a Pathway Plan and will regularly assess family circumstances and any risks to the young person. An up to date Pathway Plan will be presented at every LAC/Pathway Plan Review.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	The LCST will arrange a Care Team Meeting, 2 weeks before the review, where all aspects of the Care Plan will be assessed and reviewed. A record of this meeting will be sent to the IRO 7 days prior to the LAC/Pathway Plan review.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	At each Review, following transfer to LCST, the IRO will carry out a Review of the Pathway Plan along with a review of the Plan under LAC Regulations.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
<b>To ensure staff at LCST are equipped to prepare Court reports if plan / circumstances for the young person changes and Care Order can be discharged following transfer</b>	Training to be provided to LCST social workers regarding completing Court Reports	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>To fully equip young people to live independently</b>	Children/young persons receiving a service from the LCST who are relevant should have their Pathway Plans reviewed at 6 monthly intervals by the allocated worker from the LCST. The review should consider issues applying to eligible young persons.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	The Care Team will consider action plans/training in relation to ensuring children leaving care are better equipped to live independently with the necessary life skills. The plans will be appropriate for children living in foster placements and Residential Units.	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL
	Procedures to be written regarding new process	End May 2007	Paula Smith Yvonne Laval Bruce Grenfell	NIL

### Workstream 3 – Care Planning

Objective	Action	By When	By Whom/Lead	Costs/budget
<b>To use alternative legal orders rather than children being Looked After</b>	Training plan to be developed for all social work staff and Team Managers in order to raise awareness and understanding about SGOs, ROs and SOs (including thresholds, assessments and financial considerations).	End May 2007	Carol Moore in conjunction with Legal Services	NIL
	Identified Sub-group to establish for which children alternative legal orders may be appropriate	End October 2006	Sub-group	NIL
	Development of robust management information system to support identification and tracking of children and young people who are subject to SGOs, ROs, Kinship care and other arrangements	End October 2006	Paula Smith MIS Team	NIL
	Consider financial arrangements and support with regard to SGOs.	End May 2007	Paula Smith Karen Simmons	NIL
	Develop procedures with regard to SGOs to include the legal process and appropriate financial support	End May 2007	Paula Smith	NIL
	Review the procedures with regard to ROs and SOs	End May 2007	Paula Smith	NIL

<b>Objective</b>	<b>Action</b>	<b>By When</b>	<b>By Whom/Lead</b>	<b>Costs/budget</b>
<b>To use alternative legal orders rather than children being Looked After</b>	Identify the most appropriate and effective method of raising awareness and approaching carers regarding alternative orders.	End May 2007	Paula Smith Karen Simmons	NIL
	Develop Community Arrangements Panel to monitor and track those children who are subject to SGOs, ROs, SOs and Placement with Parent Regulations	End December 2006	Paula Smith Karen Simmons	NIL
	Develop procedures for the Community Arrangements Panel	End December 2006	Karen Simmons	NIL
<b>Internal Structures</b>	Proposal to be produced regarding reconfiguration of the Area Teams	April 2006 Achieved	Paula Smith	NIL
	Permanence Tracking process to be developed in order to track all LAC	End December 2006	Paula Smith MIS Team	NIL
	Transfer protocols to be developed from/ to each part of the service	May 2007	Paula Smith CCSMT	NIL
	Permanence Tracking process to go LIVE and training of all identified staff to be undertaken	End March 2007	Paula Smith MIS Team	NIL