

CHILDREN'S SERVICES DIRECTORATE

CHILDREN'S SOCIAL CARE

CORPORATE PARENTING STRATEGY

2010 Revision (consultation draft)

CARING FOR YOU MATTERS TO US

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Our Vision for Corporate Parenting in Newcastle

Every Child Matters: Change for Children provides the framework for Newcastle's Corporate Parenting Strategy to build services around the needs of children and young people in order to maximize their opportunities and minimize risks to them. The vision of the strategy is simply stated: we want for our looked after children everything that a good parent wants for their child.

We want our looked after children to be healthy physically and emotionally, we want our looked after children to be safe and protected from harm and exploitation and to be supported each step of the way towards adult life, we want our looked after children to achieve their potential at school, and to make the most of learning development opportunities. We want our looked after children to participate in the decisions affecting their care and their lives, to be our partners, along with their parents and carers, in shaping how we manage and organize the services, resources, and planning that supports them and cares for them.

We want our looked after children to contribute their talents and skills to service of the community in all sorts of settings and ways, as responsible and caring members of society. We want our looked after children to make the transition into adulthood with the possibilities of good jobs, of going on to higher education, in good housing and financially secure.

Newcastle City Council is the corporate parent and we are all partners in helping Newcastle City Council to be a good parent, whatever our professional backgrounds, whatever our role, whoever our employer. As elected members, as carers, as workers, as parents, as children and young people, as volunteers, the Corporate Parenting Strategy invites us to work together in a common enterprise to put the parenting of our looked after children at the heart of everything we do. These children and young people daily accomplish the most remarkable things. They are looking to us to accomplish remarkable things too as their corporate parent.

.....
Cllr. Nick Cott
Executive Member for
Children & Young People

.....
John Collings
Director of Children's Services

1. What is the Corporate Parenting Strategy and Forward Plan?

Newcastle City Council is the Corporate Parent for the children and young people in its care and, put simply, the term 'Corporate Parent' means the collective responsibility of the whole council, elected members, employees, and partner agencies, for providing the best possible care and safeguarding for the children who are looked after by the council. A child in the care of the council looks to the whole council to be the best parent it can be to that child. Every member and employee of the council has the statutory responsibility to act for and on behalf of that child in the same way that a good parent would act for and on behalf of their child.

The term Corporate Parenting describes the responsibilities of Local Authorities and their partner agencies to care for looked after children and young people as required by national policy and legislation, and it also describes something more; it means loving and nurturing the children it cares for in the same way as a good parent loves and nurtures their child.

Every good parent wants the best for their child, to see their child flourish with good health, to be safe and happy, to do well at school, to enjoy good relationships with their peers and make the most of leisure opportunities, hobbies and interests, and to grow towards adulthood equipped to lead independent lives and to make their way as adults in higher education, in good careers and jobs, and financially secure. That's why Newcastle City Council has the same high aspirations for the children it looks after as those of every good parent, and takes seriously the moral as well as legal responsibility for enabling the children in its care to experience happy and fulfilling lives.

The Corporate Parenting Committee is a non-partisan committee of elected members representing all political parties, chaired by the Executive Member for Children's Services with the role of ensuring that the council fulfils its responsibilities and duties to looked after children. Children and young people who are representatives of the Children in Care Council meet regularly with the Corporate parenting Committee to ensure the council is delivering on its promises to them, and members, lead officers, and partner agency representatives work together in the Multi Agency Looked After Children Partnership (MALAP) to progress the Corporate Parenting Strategy.

Inspection by Ofsted shows that Newcastle performs well in terms of the services it provides to looked after children, but it is well documented nationally that looked after children face multiple disadvantage and their outcomes are substantially poorer when compared against their peers. The challenge for Newcastle's Corporate Parenting Strategy is to narrow the gap between them. The Forward Plan is the actions that will be taken to make our aspirations for looked after children into realities. The appendix contains the Forward Plan for

March 2008 – March 2010 and these are the actions that have been progressed so far. Towards the end of 2009 the elected members of the Corporate Parenting Committee and the officers and partner agencies of the Multi Agency Looked After Children's Partnership agreed that the large majority of the actions identified in the Forward Plan had been achieved and that it was now time to review the Forward Plan.

In March 2010 an event was held to bring together children and young people representing the Children in Care Council together with elected members, social care and Children's Services managers and social workers, foster parents, and representatives of partner agencies like Barnardos, CAHMS, the NHS, independent fostering providers, and the Police. Working together in the workshops facilitated by IDeA, the participants identified the actions needed to progress the Corporate Parenting Strategy in 2010 -2011. The central purpose of the Corporate Parenting Strategy is to deliver on the promises it has made to the children in its care, and these promises are set out in the Pledge to Looked After Children.

The Pledge has been agreed by the members of the Corporate Parenting Committee, the Children in Care Council, the MALAP, and senior officers of the Children's Services Directorate. The Pledge to Looked After Children, is the means by which Newcastle will deliver services to ensure that the children and young people in our care achieve the best in the 5 Every Child Matters Outcomes. The Pledge incorporates the key principles and the key objectives of the Corporate Parenting Strategy, and it is both our promise to the children we look after and the agreement with them to which they and their representatives on the Children in Care Council can hold us accountable. The Forward Plan delivers on the promises made in the Pledge.

2. What are the 5 Every Child Matters Outcomes?

Be Healthy:

- Physical, emotional, sexual and mental health
- Living a healthy lifestyle
- Choosing not to take illegal drugs or to misuse substances

Stay Safe:

- Safe from neglect, maltreatment, violence and sexual exploitation
- Safe from accidental injury
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour
- To have security, stability, and to be cared for

Enjoy and Achieve:

- Attend, enjoy and achieve full potential at school
- Develop socially, personally and enjoy recreation
- Achieve national educational standards

Making a Positive Contribution:

- Develop positive relationships with others
- Deal confidently with the transition through childhood to adulthood
- Be of service to the community
- Participate in decisions and be enterprising and creative

Achieve Economic Well-Being:

- Go on to further education, training or employment after school
- Live in decent homes in sustainable communities with good resources and transport
- Manage finances and be free from poverty

3. Who are looked after children?

Children and young people are cared for by Newcastle City Council for a number of reasons that can include physical and sexual harm, abuse, and neglect, or for family difficulties like the death of a parent or carer, a breakdown in relationships, or for reasons of extreme poverty and hardship. About half of Newcastle's looked after children are subject to a care order made by the court, meaning that the council shares parental rights and responsibilities with the child's parents or legal guardians, and about half are cared for by voluntary agreement with the child's parents or legal guardians, meaning that the council shares parental responsibility for the child but does not have shared parental rights.

Children and young people cared for by Newcastle City Council may only be looked after for a short period of time before returning home or to the care of a member of their family, or they may only be cared for by the council for at regular planned intervals, usually returning home in between these intervals of care. Other children and young people may be looked after by the city council for a significant period of time, almost always in foster care but sometimes in residential homes when this appropriate to the young person's needs. Some children will be cared for by the council while the plans and arrangements are made for their permanent care by adoption.

Children and young people are looked after by Newcastle City Council for a variety of reasons, and each child is a unique individual with

unique aspirations, ambitions, hopes, and plans for their lives. These children and young people have to cope with living away from their families, and also to cope with sometimes traumatising and troubling experiences; these are things that many adults would struggle to deal with. Unfortunately due to negative perceptions in society, looked after children are sometimes stigmatised for being in the care of the local authority, and this can increase their exclusion from social, leisure, and educational opportunities that their peers take for granted.

On the 31st March 2008, when this Corporate Parenting Strategy was initiated, Newcastle City Council was looking after 458 children and young people, now, two years later in March 2010 Newcastle City Council is looking after 524 children and young people, the overwhelming majority of whom are cared for in foster placements. There is an upward trend nationally, regionally and locally in the numbers of children and young people coming into care. In 2008 the council increased investment in Newcastle's own fostering service and a fee paid scheme for foster carers together with a comprehensive marketing and recruitment campaign was launched.

The result of this strategy has been a large increase in the numbers of foster carers providing care to children and young people on behalf of the council, so that, although the numbers of children and young people coming into care has increased since 2008, the number being placed with Independent Fostering Providers has decreased. Recent trends have also seen an increase in the number of teenagers coming into care, whilst the numbers of children aged below 11 years has remained constant. Approximately half of these children and young people are subject to a Care Order. 85% of Newcastle's looked after children are of White British ethnicity, 4.5% are of Asian ethnicity, 4% are of dual race, 2% are of African ethnicity, and 1% of Chinese ethnicity.

4. What is the governance structure for the strategy?

The priorities and strategic actions to be achieved in 2010 – 2011 will be progressed by the work stream Leads. For Leadership and Organisation outcomes these are Councillor Nick Cott, Executive Member for CYP and Paul Chadwick, Corporate Parenting Manager; for Be Healthy outcomes, Andy Roberts, Joint Health Commissioning Manager; for Stay Safe outcomes, Mick McCracken, Head of Safeguarding and Children's Social Care; for Enjoy and Achieve outcomes, Steve Bartram Virtual School Head Teacher and Dr Barbara Roberts, Aspire Coordinator; for Making a Positive Contribution outcomes, Michael Dack, Fostering Manager, and for Economic Well-being outcomes, Jane Skittrall, Looked After Children's Social Work Manager and Bruce Grenfell, Leaving Care Team Manager.

The work stream Leads are supported by colleagues from across children's Services, the council, and partner agencies. The work

streams report directly to the Multi Agency Looked After Children's Partnership (MALAP) on the progress they are making and each provide annual report to the Corporate Parenting Advisory Committee in person. The MALAP reports to the Children's Trust Board and provides information on the overall progress being achieved to the Corporate Parenting Advisory Committee, along with information about trends and directions in social care policy, and national, regional, and local initiatives and developments. The Corporate Parenting Advisory Committee reports to Scrutiny Committee and to full council.

5. What is the legislation and policy framework?

The Children Act 1989 sets out the main parenting responsibilities and tasks for a local authority when a child is looked after away from their own family, in particular, to make the needs of looked after children their priority and to want for them what a good parent would want for their own child.

The Children Act 2004 sets out the duty of key partners like the NHS and the Police, GP's and schools, to help the local authority deliver the 5 outcomes of the Every Child Matters agenda. These partnerships are organised as Children's Trusts with a duty of cooperation among members. There is a requirement for each looked after child to have a Personal Education Plan and an Individual Health Plan.

The Children and Young Person's Act 2008 underpins the Care Matters Agenda; *Care Matters: Time for Change* 2007 and *Care Matters: Time to deliver for Children in Care* 2008. Amongst the provisions are increasing the quality of care planning and the role of Independent Reviewing Officers, placing children appropriately and ensuring stability of placement, providing additional support to care leavers including a bursary, and Personal Advisor support to age 25, ensuring young people aged up to 18 do not leave care until they are ready, and ensuring children participate in the decisions made about them.

Every Child Matters (2005) set out the national framework for the delivery of local change programmes to build services around the needs of children and young people in order to reduce risk and maximise opportunity. It provides the outcomes framework, the 5 ECM outcomes; be healthy, stay safe, enjoy and achieve, make a positive contribution, and achieve economic well-being.

The Children's Plan (2007) outlines the strategic importance of Children's Trusts in delivering the Every Child Matters and Care Matters agenda.

Care Matters: Time for Change (2007) sets out the partnerships between government and local authorities in delivering national improvements for children in care and their families at local level. In

particular *Time for Change*, promoted the development of Children in Care Councils, the delivery of a corporate pledge by the council to children in care, revised national minimum standards, and the framework for Ofsted inspection of care services.

Care Matters: Time to Deliver for Children in Care (2008) guides the development of national strategy at local level and the framework for Children's Trusts that was subsequently enacted in legislation as the Children and Young Person's Act (2008).

Additional important legislation impacted upon by the above statutory and policy developments are The Children (Leaving Care) Act 2000, which extends support to care leavers until age 21 and the requirement for Pathway Plans for each age appropriate young person in care; the Care Standards Act (2000) which established minimum standards for residential, fostering and adoption placements; and the Adoption Act (2002) which revised adoption law to include the welfare of the child as paramount and extended the responsibility on local authorities to provide post-adoption support to adoptive parents and birth parents. The United Nations Convention on the Rights of the Child, 1989, provides the overarching framework to all the statutory and policy guidance. Additionally there are many other local, regional, and national strategies that are related to the Corporate Parenting Strategy because they impact on the lives of looked after children, their families, and their carers. Some of the most important of these are:

- [Alcohol Harm Reduction Strategy](#)
- [Anti Bullying Strategy](#)
- [Attendance Strategy](#)
- [Behaviour Strategy](#)
- [CAMHS Strategy](#)
- [Children's Centres Strategy](#)
- [Children and Young People's Health and Physical Development](#)
- [Commissioning Framework](#)
- [Connexions Newcastle Delivery Plan](#)
- [Domestic Violence Strategy](#)
- [Early Intervention and Prevention Strategy](#)
- [Extended Services through Schools](#)
- [Inclusion Strategy - Draft](#)
- [Integrated Childcare, Early Education and Learning Strategy](#)
- [Integrated Youth Strategy](#)
- [Leisure Services Service Plan](#)
- [Local Area Agreement](#)
- [NEET Preventative Strategy for young people in Education](#)
- [NEET Preventative Strategy Education Timeline](#)
- [Newcastle Plan](#)
- [Participation strategy for children and Young People](#)
- [Participation strategy for parents and carers](#)
- [Parenting Support Strategy](#)

- [Play Strategy](#)
- [Sex Relationship Education Strategy](#)
- [Special Educational Needs Accessibility Strategy](#)
- [Special Educational Needs and Inclusion Strategy](#)
- [Sustainable communities/LAA](#)
- [Teenage Pregnancy Strategy](#)
- [Workforce Strategy](#)
- [Young Carers Strategy](#)
- Parental Mental Health Strategy (draft)
- Promoting Mental Health and Emotional Wellbeing in Newcastle

6. How does Newcastle know when it is achieving well in the 5 outcomes for looked after children?

All children and young people looked after by Newcastle are cared for in placements regulated by the National Care Standards Act 2000 with foster carers, family members or friends registered with the Fostering Service, or in residential homes. The overwhelming majority of children and young people are cared for in fostering placements. Fostering and Adoption Services are inspected approximately every 18 - 24 months by Ofsted to ensure that they comply with all the statutory regulations and requirements, and can demonstrate that they are achieving good outcomes for the children placed with them. Ofsted makes a judgement on these services and gives a full report of its findings.

The children's residential homes are similarly inspected by Ofsted twice each year. Children and young people, their parents and carers, and their social workers are interviewed by the Ofsted inspectors in addition to confidential questionnaires going out to all children and young people, carers and social workers, so that the judgements of the inspectors include their views too.

In addition to the Ofsted inspections, there are monthly visits to children's homes by Independent Reviewing Officers (known as Regulation 33 visits) to ensure the safe care and performance standards of the home are appropriate. The Regulation 33 visits to children's homes also inform the practices and management of the homes.

Every child cared for by Newcastle has a statutory Looked After Review chaired by an Independent Reviewing Officer to ensure the plan for the child and the placement of the child remains appropriate to the child's needs. Children and young people participate in the reviews and contribute by means of Viewpoint, a discussion of their views, feelings, and experiences in placement over the year.

The Ofsted Inspections have judged our Fostering and Adoption Services as good, which is defined by Ofsted to mean that their provision and performance is "strong". The Ofsted Inspectors have

judged our four children's residential homes as satisfactory, which is defined by Ofsted to mean that their provision and performance is "sound". Newcastle's goal is to achieve a judgement of good for all four residential homes in 2010 – 2011.

In addition to Ofsted inspections and formal reviews, and from listening carefully to what children and young people tell us during Viewpoint discussions, there are also National Performance Indicators against which Newcastle is measured, and which tell us how Newcastle is performing in comparison with other local authorities in key areas for achieving good outcomes for looked after children.

7. What do the National Indicators and performance measures tell us?

The national indicators for adoptions (NI61) and for stability of placements (NI62 and NI63) shows that Newcastle's performance is in line with statistical neighbours and doing well in ensuring children are placed for adoption in a timely way and that the majority of children in our care do not experience a high number of placement moves. There is, however, always room for improvement and achieving greater placement stability is a key priority for the Forward Plan 2010 -2011.

100% of Newcastle's looked after children aged 16 or over were in full or part time education, training or employment in 2009 compared to the national average of 84%. There are low rates of offending by Newcastle's looked after children, in 2009 less than 7% (17 out of 246 children aged 10 plus) were convicted or subject to a final warning. The national average for England in the same period was 12%. Less than 5 children were identified as having a substance misuse problem and all 5 received appropriate intervention and help.

Newcastle achieves better than the national performance in health development of Under 5's, immunisations, dental checks and annual health assessments for looked after children. No looked after child was permanently excluded from school, and attendance is in line with the national average. Last year, 74% of eligible looked after children obtained at least 1 GCSE which is better than the national average of 65.5%, and 55% of eligible looked after children obtained at least 5 GCSE's, compared with the national average of 43.4%.

8. What is the Newcastle Corporate Parent Pledge to Looked After Children?

Newcastle City Council's Corporate Pledge

to

Looked After Children and Young People

- **We will respect your dignity as an individual with your own identity and needs**
- **We will involve you in decisions which affect you and have your wishes and feelings taken into account**
- **We will ensure you have a qualified social worker to support you with clear arrangements for you to contact them**
- **We will ensure that we have an effective assessment of your needs and a care plan which meets your needs with timescales for action and review**
- **We will enable your reunification with your family if appropriate in a way that safeguards you and promotes your well-being**
- **We will provide you with a placement that can best meet your needs**
- **We will ensure your contact with your family if appropriate and enable you to maintain links with your wider family, social network and community**
- **We will provide services to you which recognise your cultural and ethnic needs and provides continuity with your heritage**
- **We will provide you with access to high quality early years provision**
- **We will access a place at a good school for you**
- **We will support your access to positive leisure activities including free access to the Council's leisure services**
- **We will enable you to have a good school attendance record**
- **We will help you and support you to achieve at school**

- **We will provide you with appropriate services to meet your physical and emotional health needs**
- **We will provide you with support in moving on from care and prepare you for independent living**
- **We will provide you with support if you go on to further and higher education**
- **We will support and help you in seeking education, employment and training**

9. What are the key principles that support the Pledge?

- Looked After children and young people are entitled to the same level of care, support, stability, health care and educational opportunity that we would expect good parents to provide
- Good corporate parenting entails responsibility, duty, accountability and high expectations of service delivery which are embedded across the Council and its partners
- Securing a good quality of life, high aspirations and the opportunity to experience a happy childhood are our paramount considerations for looked after children.
- The needs of looked after children and young people must be considered by the Council and its partners when developing new policies and services.
- The voice of looked after children must be listened to in the many decisions made about their lives and they must be encouraged to participate in the development of policy and practice.
- Responsibilities as a corporate parent extend into adulthood as many looked after young people over the age of 18 years still need support.
- Looked after children should access universal services wherever appropriate to encourage their sense of community and belonging while recognising that for some their needs and circumstances may require specialist or targeted services to be in place.

10. What at are the key objectives of the Pledge?

- To increase the range, stability and choice of placements through the recruitment of foster families
- To place and support children and young people in Newcastle's own resources whenever appropriate
- To secure timely and effective care planning and ensure effective safeguarding arrangements are in place for each of our Looked After Children
- To deliver services which ensure that children have a positive, safe and healthy childhood that takes into account their race gender culture religion disability or other special needs

- To ensure a smooth transition to adulthood through the provision of supportive and appropriate services to young people moving on from care and to facilitate access to Adults Services where relevant
- To facilitate the participation of children and young people in decisions which affect them as individuals and also shape the delivery of services to Looked After Children.
- To enable the participation of parents and carers in development of services to Looked After Children
- To ensure services are designed to enable families to continue to care for or resume the care of their children where appropriate
- To integrate care planning and service delivery to ensure that the holistic needs, including social, health, educational, cultural and spiritual needs, of looked after children are met to secure best outcomes.
- To support children and young people to reach their full potential through their educational attainment and to facilitate their school attendance
- To embed an understanding and commitment of corporate parenting as a shared responsibility across the City Council, Elected Members and partner agencies.
- To facilitate the access of young people to mainstream services and tailor specialist services appropriate to their specific need

11. How was the Corporate Parenting Strategy and Forward Plan Developed?

The first phase of the Corporate Parenting Strategy was progressed by a Corporate Parenting Development Conference held in November 2007 and attended by a range of stakeholders. This event was followed by Turning the Curve Events at which workshops looked at each of the 5 Every Child Matters Outcomes and drew up an action plan for how these could be progressed for looked after children in order to deliver change. Foster carers and agency partners, elected members and officers across the council participated in the workshops.

A range of participation events were held with looked after children to listen to their views and develop the Corporate Parenting Pledge with them. These are the things they told us were important to them:

- More contact with siblings and family
- Training for carers in safe use of internet
- Lack of privacy
- Life Story work not finished

- Changes of social worker
- Computers for all Looked After Children to help with homework and revision
- Carers trained in using computers and IT
- Older young people do not want people coming into school to help them as it makes them 'different'
- Educational support could be provided at home
- Rewards for achievement
- Participation in cooking to learn how to eat healthily
- Medicals at an appropriate time
- No pulling out of classrooms for medicals as this is stigmatising
- More choice over food
- More choice over clothing
- Decisions made with them and not around them
- More consultation prior to LAC review
- More freedom regarding activities
- Participation in different ways
- Identified person to speak to
- Further participation events

The findings of the Ofsted inspections assisted in this process of developing the Corporate Parenting Strategy and we used other audit tools, like the National Indicators and the Healthy Care Audit. The Corporate Parenting Strategy Forward Plan 2008 -2010 was developed out of these discussions with looked after children and their carers, with social workers and other agency partners, with elected members and from our use of audit tools and research, the Forward Plan. A copy of the plan is in the appendix.

12. What are the major achievements of the Forward Plan 2008 – 2010?

- Aspire Team Around the Child created and a coordinator recruited to post to integrate services provided to looked after children and to match services to needs of each individual child
- Launch of the Virtual School
- Development of a mandatory health training programme for all foster carers to be completed by each carer every 3 years and delivered by our health partners
- Creation of an integrated CAHMS and Aspire Team Around the Child service to looked after children to provide quick and appropriate intervention for mental health needs
- Training for foster carers about the attachment and resilience needs of Looked after children delivered by health partners

- Healthy eating, diet and nutritional advice made provided to all looked after children and their carers by health partners
- Healthy Care audit completed as focus for the work of the Be Healthy work stream with a revised Healthy Care audit to be commenced in 2009 for completion in 2010
- Sexual health worker appointed to Aspire Team Around the Child
- Specialist Drugs and Alcohol Misuse workers attached to Aspire Team Around the Child
- Development of local model of integrated health services by Be Healthy Group
- Development of the Children in Care Council
- Multi-Agency Looked After Partnership established
- Elected members provide with Corporate Parenting Training
- Meetings held between the Corporate Parenting Advisory Committee and the Children in Care Council
- Cyber Safety procedures and training programme developed
- Beat Bullying training for all carers and integrated into procedures for all registered services
- PEP's integrated with child's LAC Review
- Personal Education Allowances used to support children with additional tuition and educational resources administered by Aspire and the Virtual School
- Training For Work programme to provide work experience for looked after children launched

13. How was this next phase of the Forward Plan for 2010 – 2011 developed?

In November 2009 the MALAP and the Corporate Parenting Advisory Committee agreed that many of the priorities of the Forward Plan had been achieved and that it was now appropriate to review and revise the Forward Plan with the aim of entering into a new phase of development for the Corporate Parenting Strategy. A Turning the Curve Event was held in November 2009 to workshop how we could achieve better placement stability and choice of placements for looked after children.

The event was attended by a wide range of stakeholders including carers and other agency partners.

The Achieving Placement Stability Action Plan was taken to the Corporate Parenting Advisory Committee for discussion and it was agreed to take the plan forward by holding a Corporate Parenting Strategy Development Day in March 2010. This event, facilitated by IDeA, and attended by a wide range of stakeholders and the Children in Care Council and elected members discussed the current performance data and National Indicator information, considered the strategy and achievements to date and in workshops, identified the priorities for the new Forward Plan 2010 -2011.

14. How will the Forward Plan for 2010 – 2011 be monitored and reviewed?

The 5 ECM Outcome work streams will report directly on progress every two months to the Multi Agency Looked After Partnership. The 5 ECM Outcome work streams are supplemented by an over arching Leadership and Management work stream with responsibility to ensure that the planning, resources, and staff are sufficient to deliver the strategy and to provide vision, shape, direction and coordination to the other work streams. The Healthy Care Audit 2009/2010 will be coordinated by this work stream too. The work stream leads will each make annual report on progress to the Corporate Parenting Advisory Committee and the MALAP will make report on progress to the Corporate Parenting Advisory Committee at agreed intervals. A progress report will go to the Children's Trust Board.

The Corporate Parenting Committee will meet regularly with the Children in Care Council to monitor the progress of the Forward Plan and to identify any gaps in progress. The Corporate Parenting Advisory Committee will meet regularly with carers and officers to listen to their views on the progress being made. The Forward Plan will be formally reviewed by the MALAP and the Corporate Parenting Advisory Committee in February 2011 in order to progress to the next phase of development, Phase 3 by a similar process as that adopted to identify this phase of development.

Priority	Strategic Actions	Lead Officers	Progress to Date
	<p>Committee and to CTB.</p> <p>4. Explore how best to ensure views of CIC Council inform MALAP discussion and planning</p> <p>5. Explore how best to ensure participation in the MALAP by parents and carers in addition to representation by FUN.</p>	<p>Michael Dack / Paul Chadwick</p> <p>Helen White / Paul Chadwick</p>	
Corporate Parent advisory Committee development	<p>1. Identify training needs and learning development plan for elected members of CPAG</p> <p>2. Explore possibility of elected members each having special responsibility for a part of the Corporate Parenting Strategy and building knowledge / skills around this specialism</p> <p>3. Explore possibilities for internal 'promotion and publicity' of the CP Strategy and Forward Plan (intranet, leaflets, etc)</p> <p>4. Develop an annual bulletin by MALAP and CPAC to go to all elected members</p> <p>5. Annual presentation to full council with presentations from CIC Council, Care Leavers, Unaccompanied Asylum Seekers, CWD, foster carers, parents, Virtual school</p>	<p>Nick Cott / Paul Chadwick</p> <p>Nick Cott / Paul Chadwick</p> <p>Sharron Heggarty / Paul Chadwick</p> <p>Nick Cott / Paul Chadwick</p> <p>Nick Cott / Paul Chadwick</p>	

Priority	Strategic Actions	Lead Officers	Progress to Date
	<p>and Aspire.</p> <p>6. Members of CPAC to offer 'clinics' to other elected members to discuss and share corporate parenting issues, concerns, experiences etc.</p>	Nick Cott / Paul Chadwick	
Develop the awareness of school governors to the role of the council as corporate parents	Identify ways in which school governors can promote CP strategy in schools and contribute to MALAP discussion	Linda Mason / Steve Bartram	
Promote Equality & Diversity throughout services to LAC	<p>1. Establish Corporate Parenting Equality & Diversity work group to audit equality & diversity practices across Children's Social Care and to develop policy for LAC from which unit / team specific procedures can be taken.</p> <p>2. Ensure LAC are represented in the Equality & Diversity policy of the council</p>	<p>Paul Chadwick / Ruth Baddou / Colin Beales</p> <p>Paul Chadwick / Ruth Baddou / Colin Beales</p>	
Corporate Parenting Governance	Establish with Scrutiny Committee and CTB their information needs	Mick McCracken / Nick Cott / Paul Chadwick	

Priority	Strategic Actions	Lead Officers	Progress to Date
Partnerships	Explore possibilities for TCE workshops to identify gaps and actions to increase partnership working across council and with other agency partners	Paul Chadwick	
Commissioning strategy	Develop commissioning strategy based on Sufficiency Guidance (2009) with benchmarks for : <ul style="list-style-type: none"> Assessment / planning Commissioning decision Market management Quality assurance Reviewing 	Mick McCracken / Paul Chadwick	

**NEWCASTLE CHILDREN'S SERVICES CORPORATE PARENTING STRATEGY
FORWARD PLAN 2010 – 2011**

OUTCOME OBJECTIVE:	BE HEALTHY
WORKSTREAM LEAD:	ANDY ROBERTS

Our Aim:

For looked after children to achieve their best physical and mental health and to progress towards adulthood and independence leading healthy lives and knowing how to make good health choices and to exercise responsibility for caring for their good health. For looked after children with specific health needs to access the health services and support they need speedily and appropriately.

Our Pledge:

“We will provide you with appropriate services to meet your physical and emotional health needs”

Priority	Strategic Actions	Lead Officers	Progress to Date
100% of IHA's completed within 4 weeks of date of admission for all LAC	Placements Team to coordinate with Specialist Nurse for LAC, placing social worker and foster carer and monitor progress.	Maureen Jackson / Phil Graham / Mel Hall	
Health education information provided to all LAC as age appropriate	Information pack compiled by Be Healthy Group coordinated with the school curriculum	Andy Roberts / Barbara Roberts	

Priority	Strategic Actions	Lead Officers	Progress to Date
LAC teenage pregnancy reduction	<ol style="list-style-type: none"> 1. Maintain current low levels of LAC teenage pregnancy rates through targeted support/advice from Aspire 2. Contribute to regional strategy 	Aspire / Barbara Roberts	
Ensure all Ofsted registered services achieve judgement of good or outstanding for Be Healthy outcome	<ol style="list-style-type: none"> 1. Coordination of Be Healthy action plan across fostering and the children's residential placements to develop overarching policy and unit specific procedures and processes 2. develop clear actions to ensure targets are met for LAC entitlements to: access to health services, healthy diet, obesity reduction, and increased physical activity 	<p>Andy Roberts / LAC services managers</p> <p>Andy Roberts / Barbara Roberts / LAC services managers</p>	
Explore ways of integrating SDQ's with LAC reviews and care planning	Exploring possibilities for extending the SDQ as a tool for assessing emotional needs of LAC and using this information to inform reviewing and care planning	Sue Wressell / Barbara Roberts / Karen King / Jane Skittrall	
Information Systems	Identify gaps in information exchange, protocols, and IT incompatibility to map changes needed to ensure information systems join up	Andy Roberts	

Priority	Strategic Actions	Lead Officers	Progress to Date
Quality assurance of services	<ol style="list-style-type: none"> 1. Ensure health needs data is collected and collated from Health action Plans to inform service improvement plan using outcome measures to assess impact of services on targeted outcomes 2. Establish an annual report to MALAP and CPAC based on this data 	<p>Andy Roberts / Aspire / Mick McCracken</p> <p>Andy Roberts / Aspire</p>	
Partnerships	<ol style="list-style-type: none"> 1. Map partnerships in delivery of be healthy outcomes and role of extended partners like schools, housing, police) and accountability / governance for healthy outcomes delivery for LAC 2. Explore potential for shared training opportunities across all partners (health, schools, foster carers, social workers etc) 	Andy Roberts	
Multi – agency health needs assessment	Explore possibilities for multi-agency health needs assessment for child on admission to ensure effective early intervention and targeted specialist services if needed.	Andy Roberts / Aspire	
Implementation of the Be Healthy Group Workshop Action Plan	<p>Progress the actions identified by the workshop based on the Ofsted evaluation criteria for LAC health:</p> <ul style="list-style-type: none"> Commissioning LAC Participation Communication / IT / Forms Aspire Planning Measurements 	Andy Roberts	

**NEWCASTLE CHILDREN'S SERVICES CORPORATE PARENTING STRATEGY
FORWARD PLAN 2010 – 2011**

OUTCOME OBJECTIVE: STAYING SAFE
WORKSTREAM LEAD: MICK MCCRACKEN & PAUL CHADWICK

Our Aim:

Working together with local strategies and partnerships to ensure we do all we can do to keep looked after children safe from physical and sexual harm, from neglect, and from abuse and exploitation. We aim to ensure no looked after child experiences discrimination or harassment. We will ensure that plans are robustly monitored and reviewed in a timely way, that children contribute to these plans, and that children return to their families or remain with their families when appropriate.

Our Pledge:

“We will ensure an effective assessment of your needs and a care plan which meets your needs with timescales for action and review.”
“We will enable your reunification with your family if appropriate in a way that safeguards you and promotes your well-being.”
“We will respect your dignity as an individual with your own identity and needs.”
“We will ensure you have a social worker to support you with clear arrangements for you to contact them.”

Priority	Strategic Actions	Lead Officers	Progress to Date
Increase Placement Stability (see TCE Action Plan in Appendix 3)	Implement the TCE Placement Stability Action Plan: Commissioning strategy Recruitment and Marketing Creating capacity for complex needs placements Developing the Community Fostering Scheme Increasing supported lodgings capacity Reduction of emergency placements	Mick McCracken / Paul Chadwick	

Priority	Strategic Actions	Lead Officers	Progress to Date
	<p>Learning from placement disruptions.</p> <p>Improving life skills training</p> <p>Outcomes focused Pathway Planning</p> <p>Improving wraparound services to LAC</p>		
Placement Panel to monitor LAC admissions, discharges and IFP/ OOA placements	Explore possibilities for the Placement Panel to meet every week to track admissions and ensure reunification plans are being progressed to schedule	Mick McCracken / Paul Chadwick	
Implement statutory guidance on Sufficiency of Accommodation	<ol style="list-style-type: none"> 1. Senior managers to workshop sufficiency guidance to process map current practices, establish consistency of admission thresholds, the quality of needs assessments, and to establish robust procedures for quality assuring admission decisions. 2. Establish commissioning arrangements based on market management and collaboration, value for money, and efficient business processes 3. Establish effective quality assurance processes for IFP placements 	<p>Mick McCracken / Paul Chadwick</p> <p>Mick McCracken / Paul Chadwick</p> <p>Paul Chadwick / Jane Skittrall / Karen King</p>	

Priority	Strategic Actions	Lead Officers	Progress to Date
Learning from Complaints	<ol style="list-style-type: none"> 1. Introduce multi-media information about how to make a complaint and how it will be dealt with, including a DVD produced by LAC for LAC 2. Ensure complaints inform service improvement plan 3. Explore ways to feedback on learning from complaints to social workers to improve practice 4. review the complaints process to ensure it is user friendly to LAC, that information materials are appropriate, that learning process are clear and effective 5. 	<p>Ian Penrose / Hilary Roberts</p> <p>Mick McCracken</p> <p>Hilary Roberts / CSCSMT</p> <p>CIC Council / Hilary Roberts / Mick McCracken</p>	
Develop a social and sexual healthy relationships programme for LAC	Explore ways of developing a healthy relationships programme or materials for LAC	Paul Chadwick / Dr Steph Halliwell	
Ensure CYP with disabilities who receive shared care services contribute their views	<ol style="list-style-type: none"> 1. Identify any gaps in the ways that CWD contribute to their reviews, plans, and shared care arrangements 2. Explore ways for increasing the representation of CWD at meetings and in other forums like the CIC Council 	<p>Ian Penrose / Karen King</p> <p>Michael Dack</p>	

Promote good attachments with carers	Identify any improvements that can be made to current training for foster carers on meeting the emotional needs of LAC	Dr Halliwell / Dr Wressell	
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Priority	Strategic Actions	Lead Officers	Progress to Date
Ensure SGO's and RO's are achieved when appropriate	Map current planning processes, quality and consistency of assessments, efficiency of outcomes.	CSCSMT	
Safe Care Delivery	Map the safe care network of services and providers around the child (who does what, why, when)	Paul Chadwick / Jayne Forsdike	
Social worker relationships with LAC and foster carers	<ol style="list-style-type: none"> 1. Identify training needs of social workers about building and sustaining relationships with LAC and foster carers and identify opportunities for social workers to engage the CIC Council, Care leavers, and Foster Carer Groups in discussion 2. Develop the social worker retention strategy to ensure consistency of social worker allocation to LAC 	Jane Skittrall / Paul Chadwick Mick McCracken	

**NEWCASTLE CHILDREN'S SERVICES CORPORATE PARENTING STRATEGY
FORWARD PLAN 2010 – 2011**

OUTCOME OBJECTIVE: ENJOY & ACHIEVE
WORKSTREAM LEAD: BARBARA ROBERTS & STEVE BARTRAM

Our Aim:

We will enable looked after children to achieve their best educational potential by ensuring they attend good schools and receive a range of supports and interventions targeted at their specific needs at the key stages of educational attainment. We will enable looked after children to access the full range of arts, cultural, play, educational, and leisure activities that are important to their social, intellectual, and personal development.

Our Pledge:

“We will provide you with access to high quality early years provision.”
“We will access a place at a good school for you.”
“We will help you and support you to achieve at school.”
“We will support your access to positive leisure activities including free access to the council’s leisure services.”
“We will enable you to have a good school attendance record.”

Priority	Strategic Actions	Lead Officers	Progress to Date
100% of PEPs completed	Ensure that timeliness and quality of PEPs are monitored	Steve Bartram / Barbara Roberts	
Monitor % LAC engagement in extra-curricular activities	Work with schools to reduce barriers to engagement where these have been	Steve Bartram	

Priority	Strategic Actions	Lead Officers	Progress to Date
Increase engagement in arts and cultural activities	Develop coordinated strategy with partners to increase LAC participation in arts and cultural events and to explore possibilities for accreditation and awards for these activities	Barbara Roberts	
Increase engagement in sports activities	Develop coordinated strategy to increase LAC participation in organised sports activities with the Sports Council, and local partners, identify opportunities for awards	Michael Dack	
LAC Life Skills Strategy	<ol style="list-style-type: none"> 1. Develop a Life Skills Training Strategy that will identify the life skills attainment appropriate to age from 11 – 18 years 2. Produce a tool-kit to be used by foster carers and residential care workers to enable life skills development of child 3. Ensure strategy and tool-kit applied to all placements in-house and independent 4. identify social education activities and programmes for LAC in partnership with Connexions 5. Ensure life skills development monitored and reviewed 	<p>Bruce Grenfell / Michael Dack</p> <p>Bruce Grenfell / Michael Dack</p> <p>Paul Chadwick</p> <p>Bruce Grenfell</p> <p>Karen King</p>	
Education Mentors Scheme	Explore if a scheme to provide peer mentors to LAC in school to help raise attainment and give support would be desirable.	Steve Bartram / Barbara Roberts/ Michael Dack with Children in Care Council	

Priority	Strategic Actions	Lead Officers	Progress to Date
Home computer access for LAC	<ol style="list-style-type: none"> 1. Identify training opportunities for foster carers to develop their IT skills – explore possibilities existing in the council to provide IT training and support to carers and cost implications 2. Applications to Becta for all eligible LAC for home computer grants 3. Identify and monitor home computer access for every LAC and add to LAC Review 	<p>Michael Dack</p> <p>Jane Skittrall / Karen King</p> <p>Michael Dack / Karen King</p>	
Drama / theatre workshops	Explore possibilities for drama workshops to enable children to grown in confidence, interpersonal and communication skills, and self-expression	Barbara Roberts	
Exclusions	<ol style="list-style-type: none"> 1. Identify the pattern and duration of exclusions of LAC from schools to identify examples of good practice where exclusion of LAC is low and develop strategies to reduce exclusions 2. Work with the school and social worker to ensure any excluded LAC is provided by the school with appropriate work 	<p>Linda Mason</p> <p>Steve Bartram</p>	
Development of the Virtual School	<p>Implement the School Improving Services Plan (SIP) Action Plan:</p> <p>Turn around falling scores in writing</p> <p>Use PEA to inform actions for improvement</p> <p>Develop the virtual school 'exam centre'</p> <p>Extend the letterbox club project</p>	Steve Bartram	

Priority	Strategic Actions	Lead Officers	Progress to Date
	<p data-bbox="577 169 1093 233">Identify possibilities for increased home computer support to LAC</p> <p data-bbox="577 252 1077 316">Enhance partnerships with schools via training for designated teachers</p>		

**NEWCASTLE CHILDREN'S SERVICES CORPORATE PARENTING STRATEGY
FORWARD PLAN 2010 – 2011**

OUTCOME OBJECTIVE: MAKING A POSITIVE CONTRIBUTION
WORKSTREAM LEAD: MICHAEL DACK

Our Aim:

We will enable looked after children to feel secure and settled by ensuring they are placed in appropriate placements that meet their needs and in which they can remain. We will ensure placements are local to Newcastle and that looked after children maintain appropriate contact with their families, friends and with their communities. We will enable looked after children to participate in the decisions that affect their lives.

Our Pledge:

“We will provide you with a placement that can best meet your needs.”
“We will ensure your contact with your family if appropriate and enable you to maintain links with your wider family, social network, and community.”
“We will provide services to you which recognise your cultural and ethnic needs and provides continuity with your heritage.”
“We will involve you in decisions which affect you and have your wishes and feelings taken into account.”

Priority	Strategic Actions	Lead Officers	Progress to Date
Development of CYP Participation strategy 2010 - 2013	<ol style="list-style-type: none"> 1. Undertake Hear by Right assessment to identify current activities and any gaps 2. Establish a professional participation steering group to support each team/service area in developing their own participation plan 3. Coordinate the activities of the steering group with wider participation initiatives in Children's Services and the council and of multi-agency partners 4. Explore opportunities for a regional LAC 	Michael Dack / resource worker / strategy Workstream group	

	<p>Participation Strategy</p> <ol style="list-style-type: none"> 5. Support the on-going development of the Children in Care Council in the ways identified by their representatives 6. Engage in participatory training for CYP to skill them in being representatives of the CIC Council and to provide them with an FE qualification. 7. Work with the CIC Council to establish a Kite Mark for council services to LAC 8. Establish an electronic newsletter for LAC 9. Build on presence of CIC Council at CPAC meetings by having representation on other relevant committees, boards, and partnership meetings. 10. Present an annual Participation Report to CPAC reporting on what activities and actions have been progressed across LAC services and how the views of LAC have impacted on the management, planning, and delivery of services. 11. Coordinate all awards / ceremonies / events for LAC to ensure consistency of approach, rewards, benefits, and publicity 		
<p>100% of LAC contribute to their reviews</p>	<p>Ensure 100% of LAC who can contribute to their reviews are contributing to their reviews</p>	<p>Karen King</p>	

Priority	Strategic Actions	Lead Officers	Progress to Date
CYP Mentors for other LAC	Recruit and train young people / care leavers to act as peers mentors for other LAC, particularly for those newly admitted into care and for care leavers	Michael Dack / Bruce Grenfell / resource worker	
Maintain low numbers of LAC involved in offending	Review current youth offending patterns for LAC and the partnership arrangements with YOT to identify current good practices and strategies and areas for improvement	Jane Skittrall / Rod Stapley	
Increase LAC engagement in community volunteering	Identify local and regional volunteering schemes and opportunities, and develop programme to increase volunteering by LAC particularly those that could be accredited for an award	Barbara Roberts	
Transport needs of LAC	<ol style="list-style-type: none"> 1. Conduct analysis of transport needs of LAC accessing educational, social and leisure activities and how currently met by carers/ residential staff, identifying gaps in provision that may limit LAC participation 2. Ensure transport needs identified in placement agreements and included in reviews 	<p>Jane Skittrall</p> <p>Karen King / Michael Dack</p>	
Foster Carer Participation Strategy	<ol style="list-style-type: none"> 1. Provide Participatory Skills Training to foster carers accredited by Newcastle College and contributing to CWDC training development for foster carers 2. Ensure foster carers are represented on interview panels for key management jobs in CSC 	<p>Helen White / Val Chadwick</p> <p>Val Chadwick</p>	

Priority	Strategic Actions	Lead Officers	Progress to Date
	<ul style="list-style-type: none"> <li data-bbox="528 164 1043 225">3. Engage foster carers in contributing their views to the CYP Plan. <li data-bbox="528 244 1093 304">4. Ensure foster carers are represented at MALAP and CPAC Meetings. 	<ul style="list-style-type: none"> <li data-bbox="1133 164 1312 193">Val Chadwick <li data-bbox="1133 260 1379 288">Helen White / FUN 	

**NEWCASTLE CHILDREN'S SERVICES CORPORATE PARENTING STRATEGY
FORWARD PLAN 2010 – 2011**

OUTCOME OBJECTIVE: ECONOMIC WELLBEING
WORKSTREAM LEAD: JANE SKITTRALL & BRUCE GRENFELL

Our Aim:

We will assist looked after children to develop their employment skills and we will help them to prepare to compete in the jobs market. We will support looked after children with work mentoring and training opportunities and we will assist them to access preferential interviews for jobs and apprenticeships with the council. We will ensure looked after children are prepared for adult life and have the skills and abilities to achieve financial well-being. We will support and assist them in accessing higher education.

Our Pledge:

“We will provide you with support in moving on from care and prepare you for independent living.”
“We provide you with support if you go on to further and higher education.”
“We will support and help you in seeking education, employment and training.”

Priority	Strategic Actions	Lead Officers	Progress to Date
Develop a Financial Capability Strategy for LAC (with advice from the Personal Finance Education Group)	<ol style="list-style-type: none"> 1. Include financial capability (money management) of young person in viewpoint, LAC Review, and Pathway Plan 2. Develop training on personal finance education for all LAC 3. Review pocket money policy for LAC to ensure consistency across placements 	<p>Karen King / Bruce Grenfell</p> <p>Barbara Roberts/ Michael Dack/ children in Care Council</p> <p>Michael Dack / Bruce Grenfell / Children in Care Council / John Murphy</p>	

Priority	Strategic Actions	Lead Officers	Progress to Date
	<ol style="list-style-type: none"> 4. Include training for foster carers and residential care staff in helping young people experience and learn money 		
Employment and Training	<ol style="list-style-type: none"> 1. Expand the T2W (Teenagers to Work) programme to create more work experience opportunities throughout City Council and with local partners. 2. Review the role of the Corporate Champions and task them to identify work experience placements and mentors 3. Investigate possibilities for mentor training programme (linked to vocational qualification) and pay or benefit incentives. 4. Track young people undertaking work experience against preferential interviews and job opportunities with council. 5. Ensure process in place for LAC to have knowledge of job opportunities with council, to be offered preferential interviews and to be supported from application to interview 6. Review and develop the coordination of employment advice, education and training for LAC with Connexions 7. Explore work /training opportunities for LAC with regional vocational employers (Police, Fire, NHS etc) 	<p>Barbara Roberts with HR</p> <p>Mick McCracken / Paul Chadwick</p> <p>Barbara Roberts with HR</p> <p>Barbara Roberts with HR</p> <p>Barbara Roberts / Bruce Grenfell/ with HR</p> <p>Bruce Grenfell / Connexions</p> <p>Barbara Roberts</p>	

Priority	Strategic Actions	Lead Officers	Progress to Date
Minimising poverty and maximising financial security of LAC	Ensure needs of LAC and Care Leavers are recognised within the City Council's Child Poverty Action Strategy	Paul Chadwick / Louise Metcalfe	
Increase numbers of LAC and Care Leavers engaged in FTE and HE	<ol style="list-style-type: none"> 1. Develop partnership agreements with local universities and FE providers to offer support pack for LAC and Care Leavers, including a Guide, presentations, site visits, mentoring, designated person's on campus for support. 2. Develop process with providers to monitor progress of LAC / Care Leaver at college to ensure appropriate support is given 3. Review financial support to LAC and Care Leavers in FE and HE to determine if business case can be made for enhanced financial assistance 	<p>Barbara Roberts / Steve Bartram</p> <p>Steve Bartram / Bruce Grenfell</p> <p>Steve Bartram / Bruce Grenfell / Care Leavers Participation Group and Children in Care Council</p>	
Increase % of LAC involved in Aim Higher activities	Develop target % of LAC and liaise with Aim Higher	Steve Bartram	

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream objective 1: Leadership & Organisation

Priority	Action	Lead	Timescale	Outcome Measure
Refresh Elected Member understanding of their role of Corporate Parenting	<ul style="list-style-type: none"> • Seminar Programme using NCB Toolkit '<i>Putting Corporate Parenting Into Practice</i>' • Disseminate key information about profile of LAC to Elected Members • Provide Elected Members with written material regarding role as Corporate Parent • Provide new Elected Members with information about their Corporate Parenting role as part of induction training 	Corporate Parenting Committee (CPAG) HOSC/LACSM HOSC/LACSM HOS/LACSM	March 2009 Include within Annual diary for Members Feb 2009	Members understand their role as Corporate Parents. CPAG provide Scrutiny Committee and Council with regular reports regarding Looked After Children Implementation of 'Pledge'
Views of Looked After Children are linked into the Council's processes	Development of Children in Care Council MALAP Partnership agendas shared and views reported Looked After Children are linked into plans and strategies developed by Children's Services Reporting Link developed from Children in Care Council to SMT	LACSWM/LACSM HOSC HOSC HOSC/EDCS	Sept 2008 Dec 2008 Ongoing Dec 2008	Children in Care Council meets regularly with CPAG Children in Care Council reports into MALAP Children in Care Council monitors Pledge

Objective 1: Leadership & Organisation

Priority	Action	Lead	Timescale	Outcome Measure
Develop a culture that asks 'Is this good enough for my child'	Ensure that Looked After Children are treated 'as normal children' in strategy, policy and service development Children in Care Council monitors whether services are good enough	HOSC HOSC/LACSM	August 2008 Sept/Oct2008	Children in Care Council, Viewpoint, Participation Groups for LAC report satisfaction
Ensure all partner agencies participate in Corporate Parenting agenda	MALAP monitors delivery of Corporate Parenting Strategy and Time for Change Implementation Plan	HOSC	Nov 2008	All key partners are engaged in process to enhance outcomes for LAC and Corporate Parenting Agenda
Ensure Care Pledge is reflected in each Care Plan and Pathway Plan	Development of Care Plan and Pathway Plan format to incorporate Pledge CSSU to oversee implementation	LACSWM/LACSM	March 2009	Children in Care LAC Report from CSSU

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 2: Be Healthy

Priority	Action	Lead	Timescale	Outcome Measure
Mandatory Training for Staff and Carers regarding health promotion	Develop training programme Pilot roll out of training	Designated Nurse LAC ASPIRE Fostering	Jan 2009 June 2009	Staff and Carers understand their responsibilities Programme developed and evaluated
Mental Health and Emotional Well-Being Services	Benchmark existing range of services accessed by LAC Develop ASPIRE and role of CAMHS	ASPIRE	Feb 2008	LAC access range of support services to meet individual need
Placements and carers are provided with specialist support to build resilience and support range of needs	ASPIRE develops model to support specific needs of placements Training for staff and carers	ASPIRE	Dec 2008 March 2009	Increased Placement stability Decrease in access to independent sector placements
All placements promote health eating and independent living skills	Develop training programme for foster carers, residential staff and young people via LCT Review training programme	LACSWM/LACSM	Jan 2009 June 2009	Proposed programme developed and evaluated
Health Care Audit undertaken	Annual Healthy Care Audit undertaken	MALAP	Jan 2009	Audit undertaken and action identified

LAC access sexual health advice and support	Recruit to Sexual Health Worker Training to staff and foster carers	LACSM/JS/ASPIRE	Dec 2008	Permanent appointment made Proposed programme developed and evaluated
Develop local model for integrated health services in care as set out in Care Matters	Development of local model and action plan	MALAP/ASPIRE	March 2009	Improved outcomes and joined up services for LAC
LAC access substance use advice and support	Clarification regarding support offered by D&A Training to staff and foster carers	LACSM/ASPIRE	Dec 2008 March 2009	Proposed programme developed and evaluated

**Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 3 – Stay Safe**

Priority	Action	Lead	Timescale	Outcome Measure
Placement Stability	Enhance Team around the Child approach utilising universal, targeted services as well as specialist services e.g. ASPIRE	LACSWM	Sept 2008	Looked After Children and carers report that they feel supported
	Robust Placement Agreements in place with clearly defined roles prior to placement	LACSWM/LACSM	Sept 2008	Placement Agreements Increased placement stability
	Enhance placement planning	LACSWM	Sept 2008	Decision Making Conferences at 4 months
Enhanced placement choice in Newcastle Commissioning placements that are local and meet need	Invest to Save Fostering Strategy	LACSM	Ongoing	Increase of in-house placements
	Implementation of Commissioning Strategy for LAC	HOSC/LACSM/CWSM	Feb 2009	Improved choice for hard to place young people

**Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 3 – Stay Safe (continued)**

Priority	Action	Lead	Timescale	Outcome Measure
Cyber safety procedures for LAC	Development of procedures for staff and guidance for young people and carers	LACSWM/LACSM	March 2009	Guidance clearly understood and implemented
Enhance use of Independent Visitor Scheme	Audit of LAC to ensure relevant children are accessing service	CSSU	Jan 2009	Relevant children receive service
Ensure the safety of children in care	Develop training staff and carers in handling bullying in LAC placements	LACSM	Jan 2009	Children report feeling safe from bullying in placement

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 4: Enjoy & Achieve

Priority	Action	Lead	Timescale	Outcome Measure
Improve Data Collection Systems	Enhanced information about educational needs and achievements of all LACs both in and out of authority	ASPIRE	Feb 2009	Improved information to enable enhanced and timely response
Improve use of PEPs to inform care planning	Educational needs are reflected in care planning	CSSU ASPIRE	Feb 2009	Improved information to enable enhanced and timely response
Implementation of guidance regarding personal education allowance	Agree and implement local processes regarding guidance	ASPIRE	Oct 2008	Consistent approach to dispersal of Personal Education allowance
Raise awareness of Head Teachers and Governing Bodies	Ensure schools are aware of their Corporate Parenting Responsibilities via training and development programme Raise as discussion item at Head Teachers meetings	Virtual Head	Nov 2008	Clarity of responsibilities within school
Early Years Provision for younger LAC	Map placements against provision Ensure access to provision is considered in care planning	LACSM/SASPIRE CSSU	Dec 2008	Enhanced take up of LAC in these settings

Workstream Objective 4: Enjoy & Achieve (continued)

Priority	Action	Lead	Timescale	Outcome Measure
Ensure all LAC have access to PC in placement	Identify need	LACSWM/LACSM/ASPIRE	Oct 2008	LAC have access to PC in placement
	Identify options and resources	LACSWM/LACSM/ASPIRE	Jan 2009	
Promote admission of LAC to best schools	ASPIRE to develop strategy	ASPIRE	March 2009	LAC have access to best schools
Value added analysis of local children in care attainment as virtual school to quantify improvement	Baseline to be established when children and young people come into care	ASPIRE	Oct 2008	Improved educational achievement of LAC
	Analysis of needs, performance and gaps to set targets for step change in performance		Feb 2009	
Promote library access of LAC	Ensure that LAC access community resources local to placement including library	Care to Read	March 2009	Improved library access
Enhance roles of designated teacher	Develop action plan re statutory guidance re Designated Teacher	ASPIRE	Jan 2009	Improved liaison with schools

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 5: Making a Positive Contribution

Priority	Action	Lead	Timescale	Outcome Measure
Improve access to after schools activities	Develop communication strategy with carers and staff to provide information and access	ASPIRE	Jan 2009	Enhanced involvement in LAC in after school activities
	Increase offer and access through extended schools	Extended Schools		
	Ensure access to positive activities forms part of care plan and review	LACSWM/CSSU		
	Develop Things to Do, Places to Go for Looked After Children	ASPIRE	Dec 2009	
Ensure LAC have access to volunteering activities	Involve volunteer bureau in developing range of activities	ASPIRE	March 2009	Enhanced involvement of LAC in volunteering
	Introduce as a pilot			
Enhance access to arts and cultural activities	Arts and Culture Event	ASPIRE	July 2008	Enhanced involvement of LAC in access to arts and culture
	Involve Theatre Royal, Museum Service and other key partners in developing services		Jan 2009	

Workstream Objective 5: Making A Positive Contribution (continued)

Priority	Action	Lead	Timescale	Outcome Measure
Looked after Children participate in decision making process	Development of Children in Care Council	LACSWM/LACSM	Sept 2008	LAC are involved in service planning and monitoring of Pledge
Provision of enhanced information for LAC	LAC placement information for Looked After Children	LACSWM	March 2009	LAC report that they have clear information about services to them
Communication with LAC	Development of range of media including newsletter and website to communicate with LAC	ASPIRE	March 2009	LAC report they are involved in decision making and are aware of issues relevant to them

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 6: Achieving Economic Well Being

Priority	Action	Lead	Timescale	Outcome Measure
Investment of Child Trust	Implementation of guidance regarding enhanced payments to LAC	BM	Oct 2008	Guidance clearly understood and implemented
LAC have own bank accounts	Process agreed for Bank Accounts to be opened for LAC	LACSWM	March 2009	Relevant children have bank account
Improve transitional training and employment support for care leavers	Review resource allocation from relevant services	LACSWM	Jan 2009	Improved access to training and employment
	Develop Employability Strategy Group to plan strategic direction		Jan 2009	
Improve supported accommodation options	Develop Care Leavers Housing Group to plan strategic direction and commissioning of resources	LACSWM	Jan 2009	Increased choice of accommodation at an appropriate time for young people
Preparation for life skills	Training for res care staff and foster carers	LACSWM	Jan 2009	Numbers attending training
	Preparation planning and support groups undertaken by LCT	LACSWM/LCTM	Jan 2009	Inclusion in Pathway Planning and Review

Workstream Objective 6: Achieving Economic Well Being (continued)

Priority	Action	Lead	Timescale	Outcome Measure
Provision of apprenticeships for LAC in City Council	Consideration of opportunities and development of action plan	ASPIRE/MALAP/CPAG	Jan 2009	Improved work opportunities for LAC
Develop work placement schemes and opportunities for LAC in Local businesses	Consideration of opportunities and development of action plan	ASPIRE/MALAP/CPAG	Jan 2009	Improved work opportunities for LAC

Appendix 2

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan

Workstream objective 1: Leadership & Organisation

Priority	Action	Lead	Timescale	Outcome Measure
Refresh Elected Member understanding of their role of Corporate Parenting	<ul style="list-style-type: none"> Seminar Programme using NCB Toolkit '<i>Putting Corporate Parenting Into Practice</i>' Disseminate key information about profile of LAC to Elected Members Provide Elected Members with written material regarding role as Corporate Parent Provide new Elected Members with information about their Corporate Parenting role as part of induction training 	Corporate Parenting Committee (CPAG) HOSC/LACSM HOSC/LACSM HOS/LACSM	March 2009 Include within Annual diary for Members Feb 2009	Members understand their role as Corporate Parents. CPAG provide Scrutiny Committee and Council with regular reports regarding Looked After Children Implementation of 'Pledge'
Views of Looked After Children are linked into the Council's processes	Development of Children in Care Council MALAP Partnership agendas shared and views reported Looked After Children are linked into plans and strategies developed by Children's Services Reporting Link developed from Children in Care Council to SMT	LACSWM/LACSM HOSC HOSC HOSC/EDCS	Sept 2008 Dec 2008 Ongoing Dec 2008	Children in Care Council meets regularly with CPAG Children in Care Council reports into MALAP Children in Care Council monitors Pledge

Objective 1: Leadership & Organisation

Priority	Action	Lead	Timescale	Outcome Measure
Develop a culture that asks 'Is this good enough for my child'	Ensure that Looked After Children are treated 'as normal children' in strategy, policy and service development	HOSC	August 2008	Children in Care Council, Viewpoint, Participation Groups for LAC report satisfaction
	Children in Care Council monitors whether services are good enough	HOSC/LACSM	Sept/Oct2008	
Ensure all partner agencies participate in Corporate Parenting agenda	MALAP monitors delivery of Corporate Parenting Strategy and Time for Change Implementation Plan	HOSC	Nov 2008	All key partners are engaged in process to enhance outcomes for LAC and Corporate Parenting Agenda
Ensure Care Pledge is reflected in each Care Plan and Pathway Plan	Development of Care Plan and Pathway Plan format to incorporate Pledge CSSU to oversee implementation	LACSWM/LACSM	March 2009	Children in Care LAC Report from CSSU

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 2: Be Healthy

Priority	Action	Lead	Timescale	Outcome Measure
Mandatory Training for Staff and Carers regarding health promotion	Develop training programme Pilot roll out of training	Designated Nurse LAC ASPIRE Fostering	Jan 2009 June 2009	Staff and Carers understand their responsibilities Programme developed and evaluated
Mental Health and Emotional Well-Being Services	Benchmark existing range of services accessed by LAC Develop ASPIRE and role of CAMHS	ASPIRE	Feb 2008	LAC access range of support services to meet individual need
Placements and carers are provided with specialist support to build resilience and support range of needs	ASPIRE develops model to support specific needs of placements Training for staff and carers	ASPIRE	Dec 2008 March 2009	Increased Placement stability Decrease in access to independent sector placements
All placements promote health eating and independent living skills	Develop training programme for foster carers, residential staff and young people via LCT Review training programme	LACSWM/LACSM	Jan 2009 June 2009	Proposed programme developed and evaluated
Health Care Audit undertaken	Annual Healthy Care Audit undertaken	MALAP	Jan 2009	Audit undertaken and action identified

LAC access sexual health advice and support	Recruit to Sexual Health Worker Training to staff and foster carers	LACSM/JS/ASPIRE	Dec 2008	Permanent appointment made Proposed programme developed and evaluated
Develop local model for integrated health services in care as set out in Care Matters	Development of local model and action plan	MALAP/ASPIRE	March 2009	Improved outcomes and joined up services for LAC
LAC access substance use advice and support	Clarification regarding support offered by D&A Training to staff and foster carers	LACSM/ASPIRE	Dec 2008 March 2009	Proposed programme developed and evaluated

**Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 3 – Stay Safe**

Priority	Action	Lead	Timescale	Outcome Measure
Placement Stability	Enhance Team around the Child approach utilising universal, targeted services as well as specialist services e.g. ASPIRE	LACSWM	Sept 2008	Looked After Children and carers report that they feel supported
	Robust Placement Agreements in place with clearly defined roles prior to placement	LACSWM/LACSM	Sept 2008	Placement Agreements Increased placement stability
	Enhance placement planning	LACSWM	Sept 2008	Decision Making Conferences at 4 months
Enhanced placement choice in Newcastle Commissioning placements that are local and meet need	Invest to Save Fostering Strategy	LACSM	Ongoing	Increase of in-house placements
	Implementation of Commissioning Strategy for LAC	HOSC/LACSM/CWSM	Feb 2009	Improved choice for hard to place young people

**Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 3 – Stay Safe (continued)**

Priority	Action	Lead	Timescale	Outcome Measure
Cyber safety procedures for LAC	Development of procedures for staff and guidance for young people and carers	LACSWM/LACSM	March 2009	Guidance clearly understood and implemented
Enhance use of Independent Visitor Scheme	Audit of LAC to ensure relevant children are accessing service	CSSU	Jan 2009	Relevant children receive service
Ensure the safety of children in care	Develop training staff and carers in handling bullying in LAC placements	LACSM	Jan 2009	Children report feeling safe from bullying in placement

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 4: Enjoy & Achieve

Priority	Action	Lead	Timescale	Outcome Measure
Improve Data Collection Systems	Enhanced information about educational needs and achievements of all LACs both in and out of authority	ASPIRE	Feb 2009	Improved information to enable enhanced and timely response
Improve use of PEPs to inform care planning	Educational needs are reflected in care planning	CSSU ASPIRE	Feb 2009	Improved information to enable enhanced and timely response
Implementation of guidance regarding personal education allowance	Agree and implement local processes regarding guidance	ASPIRE	Oct 2008	Consistent approach to dispersal of Personal Education allowance
Raise awareness of Head Teachers and Governing Bodies	Ensure schools are aware of their Corporate Parenting Responsibilities via training and development programme Raise as discussion item at Head Teachers meetings	Virtual Head	Nov 2008	Clarity of responsibilities within school
Early Years Provision for younger LAC	Map placements against provision Ensure access to provision is considered in care planning	LACSM/SASPIRE CSSU	Dec 2008	Enhanced take up of LAC in these settings

Workstream Objective 4: Enjoy & Achieve (continued)

Priority	Action	Lead	Timescale	Outcome Measure
Ensure all LAC have access to PC in placement	Identify need	LACSWM/LACSM/ASPIRE	Oct 2008	LAC have access to PC in placement
	Identify options and resources	LACSWM/LACSM/ASPIRE	Jan 2009	
Promote admission of LAC to best schools	ASPIRE to develop strategy	ASPIRE	March 2009	LAC have access to best schools
Value added analysis of local children in care attainment as virtual school to quantify improvement	Baseline to be established when children and young people come into care	ASPIRE	Oct 2008	Improved educational achievement of LAC
	Analysis of needs, performance and gaps to set targets for step change in performance		Feb 2009	
Promote library access of LAC	Ensure that LAC access community resources local to placement including library	Care to Read	March 2009	Improved library access
Enhance roles of designated teacher	Develop action plan re statutory guidance re Designated Teacher	ASPIRE	Jan 2009	Improved liaison with schools

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 5: Making a Positive Contribution

Priority	Action	Lead	Timescale	Outcome Measure
Improve access to after schools activities	Develop communication strategy with carers and staff to provide information and access	ASPIRE	Jan 2009	Enhanced involvement in LAC in after school activities
	Increase offer and access through extended schools	Extended Schools		
	Ensure access to positive activities forms part of care plan and review	LACSWM/CSSU		
	Develop Things to Do, Places to Go for Looked After Children	ASPIRE	Feb 2009	
Ensure LAC have access to volunteering activities	Involve volunteer bureau in developing range of activities	ASPIRE	March 2009	Enhanced involvement of LAC in volunteering
	Introduce as a pilot			
Enhance access to arts and cultural activities	Arts and Culture Event	ASPIRE	July 2008	Enhanced involvement of LAC in access to arts and culture
	Involve Theatre Royal, Museum Service and other key partners in developing services		Jan 2009	

Workstream Objective 5: Making A Positive Contribution (continued)

Priority	Action	Lead	Timescale	Outcome Measure
Looked after Children participate in decision making process	Development of Children in Care Council	LACSWM/LACSM	Sept 2008	LAC are involved in service planning and monitoring of Pledge
Provision of enhanced information for LAC	LAC placement information for Looked After Children	LACSWM	March 2009	LAC report that they have clear information about services to them
Communication with LAC	Development of range of media including newsletter and website to communicate with LAC	ASPIRE	March 2009	LAC report they are involved in decision making and are aware of issues relevant to them

Newcastle Children's Services Corporate Parenting Strategy 2008 – 2010: Forward Plan
Workstream Objective 6: Achieving Economic Well Being

Priority	Action	Lead	Timescale	Outcome Measure
Investment of Child Trust	Implementation of guidance regarding enhanced payments to LAC	BM	Oct 2008	Guidance clearly understood and implemented
LAC have own bank accounts	Process agreed for Bank Accounts to be opened for LAC	LACSWM	March 2009	Relevant children have bank account
Improve transitional training and employment support for care leavers	Review resource allocation from relevant services	LACSWM	Jan 2009	Improved access to training and employment
	Develop Employability Strategy Group to plan strategic direction		Jan 2009	
Improve supported accommodation options	Develop Care Leavers Housing Group to plan strategic direction and commissioning of resources	LACSWM	Jan 2009	Increased choice of accommodation at an appropriate time for young people
Preparation for life skills	Training for res care staff and foster carers	LACSWM	Jan 2009	Numbers attending training
	Preparation planning and support groups undertaken by LCT	LACSWM/LCTM	Jan 2009	Inclusion in Pathway Planning and Review

Workstream Objective 6: Achieving Economic Well Being (continued)

Priority	Action	Lead	Timescale	Outcome Measure
Provision of apprenticeships for LAC in City Council	Consideration of opportunities and development of action plan	ASPIRE/MALAP/CPAG	Jan 2009	Improved work opportunities for LAC
Develop work placement schemes and opportunities for LAC in Local businesses	Consideration of opportunities and development of action plan	ASPIRE/MALAP/CPAG	Jan 2009	Improved work opportunities for LAC

Appendix 3

Newcastle Children's Services Corporate Parenting Strategy Forward Plan

Workstream Objective: Stay Safe

Achieving Placement Stability 2010/2011

Priority	Action	Lead	Outcome	Review
Good Partnerships with preferred providers	Commissioning Strategy	Paul Chadwick	Regional Contracts agreed by Local Authorities	January 2010
	Regional Planning for IFA Placements	Paul Chadwick	Regional MALAP	June 2010
	Skills Information Exchange	Paul Chadwick	Regional Meetings of Residential Managers & Fostering Managers	June 2010
Recruitment of Carers for Teenagers	Targeted Media Recruitment Campaign	Paul Chadwick Sharron Heggarty	Recruitment of 40 fostering households for CYP aged 12+	November 2010
Creating In-House Fostering for Complex Needs (MDTF)	Partnership working with neighbouring authorities	Paul Chadwick Sue Wressell	Availability of 5 – 10 placements with partner authority	June 2010
Extension of Community Fostering Scheme	Ability to meet all referral needs	Paul Chadwick Mick McCracken	Additional staffing to accept 40 more referrals annually	June 2010
	Support to Care Leavers and groupwork	Paul Chadwick Jane Skittrall Graham Carr	Transitional support to Care Leavers	June 2010

Priority	Action	Lead	Outcome	Review
Increased Capacity of Supported Lodgings Scheme	Increase provision by 20 placements	Mick McCracken Paul Chadwick	Additional staff and resources. To increase providers by 20	June 2010
	Transfer of Foster Carers to Supported Lodgings Providers	Paul Chadwick Gill Lewis	Increase in fostering capacity and SL provision	June 2010
Reduce Emergency Placements	Robustly monitored Care Plans & Contingency Planning	Placement Panel CSSU	Reduction in emergency placements to average of 35%	June 2010
Learning from Placement Disruptions	Robustly monitored disciplines & lessons learned, shared throughout CSC	CSSU Placements Team CSCSMT	Redirection in placement disruptions	June 2010
Improved Life Skills Training	To include relationship and emotional training	Jane Skittrall Stephanie Hall	Clearly defined outcomes and actions for each child	June 2010
	Content to be applied to all care settings, including IFA's		Training for Foster Carers and residential staff Programme delivered across all placements	
Improved Pathway Planning	Plans that are actionable and led by outcomes	Jane Skittrall Jayne Forsdike	Robust monitoring of plans	June 2010

Priority	Action	Lead	Outcome	Review
Wrap Around Services for Children in Placement	Better co-ordination and delivery of joined-up services	Barbara Roberts	Priority referral systems for LAC and their carers Partnership working based on needs of child Delivered outcomes for child	current
Strategy for In-House Residential Provision	Clearly defined role and expectations	Mick McCracken Paul Chadwick	Residential provision has a clear strategy with the staffing and resources to deliver outcomes	January 2010