

Looked After Children Commissioning Action Plan 2010-11

Priority 1.	Key Actions	Target & Timescale	Lead
<p>To safely reduce the number of looked after children coming into care and ensure Gateshead LAC population is as close as possible to comparator LA's</p>	<ul style="list-style-type: none"> Undertake regular data analysis of LAC population including reasons for admissions - identify potential hotspots and develop action plan to address issues. 	<p>Regular reports to Corporate Parenting Partnership & Safeguarding Panel</p>	<p>Elaine Devaney Lynne Trotter C&F Development Officer</p>
	<ul style="list-style-type: none"> Review / develop care plans to promote the use of Residence Orders, Special Guardianship, kinship care and Section 17 support to enable children and young people to remain in the community. 	<p>Review completed – July 2010</p>	<p>Maurice Woodward Joanna White Elaine Devaney</p>
	<ul style="list-style-type: none"> Strengthen preventative partnership working through development of referral panel processes and protocols with Area Based Teams and monitor effectiveness. 	<p>Families able to access universal service provision to meet need – December 2010</p>	<p>Penny Taylor Cath Kennedy Debra Patterson</p>
	<ul style="list-style-type: none"> Enable closer working between Children's and Adult Services through implementation of CAF and Pathfinder Think Family approach into training and SW practice. 	<p>Joint assessments and TAF meetings , increase use of CAF assessments – December 2010</p>	<p>Children Trust Board Ann Day Workforce development</p>
	<ul style="list-style-type: none"> Monitor and evaluate implementation of Family Pathfinder and effectiveness of all targeted and specialist early intervention strategies – CAF, FIP, Area Team working. 	<p>Reduction in numbers coming into care – December 2010</p>	<p>Children's Trust Board Ann Day Maurice Woodward</p>
	<ul style="list-style-type: none"> Raise SW practitioner awareness about existing family support services including targeted pilot interventions. 	<p>Ongoing – included in SW induction training & CAF training.</p>	<p>Maurice Woodward Workforce development Linda Kelly</p>

Priority 1 (cont)	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Maximise the use of Family Group Conferences to enable kinship care arrangements for all children on the edge of care. 	Ongoing – monthly report to Safeguarding Panel	Joanna White Viv Hogg
	<ul style="list-style-type: none"> ▪ Explore refocus of Safer Family Support services to target young people at risk of coming into care and / or work intensively to return home within 6 week period. 	To be confirmed	Frances Powell Maurice Woodward Joanna White
	<ul style="list-style-type: none"> ▪ Increase the use of Sponsored Childminders to enable emergency overnight stays. 	To be confirmed	Frances Powell Maurice Woodward

Priority 2.	Key Actions	Target & Timescale	Lead
<p>Ensure sufficiency of range and type of placements to meet diversity of needs & promote use of in-borough provision (20 mile radius)</p>	<ul style="list-style-type: none"> Fostering and adoption marketing strategies in place and recruitment underway. 	Ongoing	Fostering Managers Rachel Thompson
	<ul style="list-style-type: none"> Build placement capacity including supported housing options to reduce independently commissioned placements - target reductions over 3 year period to: <ul style="list-style-type: none"> 10/11: 5 out of 19 independent residential placements 10/11: 4 out of 12 independent foster placements 11/12: 7 out of 14 independent residential placements 11/12: 3 out of 7 independent foster placements 12/13: 5 out of 7 independent residential placements 12/13: 2 out of 4 independent foster placements 	<p>Joint commissioned placements meeting report bi monthly to CPP - ongoing</p> <p>Externally Commissioned Placements Report to all managers -ongoing</p>	<p>Elaine Devaney Lisa Dodd Deborah Mason Debra Patterson Jane Gray</p>
	<ul style="list-style-type: none"> Develop quality monitoring framework and processes for children and young people in externally commissioned placements 	Quality performance framework in place – December 2010	Jane Gray Joanna White
	<ul style="list-style-type: none"> Joint implementation of framework for all OOB placements across social work teams 	Monitoring processes implemented – January 2011	Jane Gray Elaine Devaney All social workers

Priority 2 (cont)	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Fostering Service Review implemented with restructured management and team key priorities are: <ul style="list-style-type: none"> ▪ increase number of fostering households including those currently based on Springboard model and contract carers model ▪ improve training and support to mainstream and kinship foster carers 	<p>January –September 2010</p> <p>30 households – March 2011</p> <p>Restructured services in place – September 2010</p>	<p>Elaine Devaney Fostering Team Managers Rachel Thompson</p>

Priority 3.	Key Actions	Target & Timescale	Lead
Support frequent placement movers and young people with complex needs to promote placement stability	<ul style="list-style-type: none"> ▪ Placement Stability Working Group Action Plan in place key priorities include: 	December 2009	Elaine Devanay Maurice Woodward, Maureen Mulvenna, Janet Dugdale, Karen Gordon, Jane Young Fostering Managers
	<ul style="list-style-type: none"> ▪ case file analysis where LAC in 2nd placement or have had 3 or more moves to identify triggers 	November 2009	
	<ul style="list-style-type: none"> ▪ matching policy implemented. 	October 2010	
	<ul style="list-style-type: none"> ▪ implement Social Worker feedback at end of placement 	In place	
	<ul style="list-style-type: none"> ▪ develop & implement Placement Disruption Guidance 	In place	Katherine Martin Fostering Managers
	<ul style="list-style-type: none"> ▪ develop support groups and improved training programme for foster carers linked to CWDC and NVQ standards 	November 2010	
	<ul style="list-style-type: none"> ▪ engage with Regional Improvement Efficiency Partnership project board re regional foster care recruitment & marketing 	October 2010	RIEP Project Board
	<ul style="list-style-type: none"> ▪ raise awareness in early year's settings of needs of younger age LAC. 	October 2010	Gillian Dodds Maurice Woodward

Priority 3 (cont)	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Increase number of LAC attending pre and after school activities. 	Ongoing	Promoting Positive Activities Officer Holiday GIG Group Alex Marriage
	<ul style="list-style-type: none"> ▪ Ensure the needs of looked after children are addressed in the ongoing strategic review of CAMHS to ensure priority access to services in community settings. 	Tender – June 2010 New services in place - April 2011	Frances Powell Elaine Devaney Debra Patterson Lisa Dodd Kevin Yates
	<ul style="list-style-type: none"> ▪ Develop crisis mental health support for young people with severe behavioural problems who are frequent placement movers and/or placed out of borough. 	As above	As above
	<ul style="list-style-type: none"> ▪ Refocus role of Social Worker Therapists in LAC team and ensure use of SDQs coordinated with LAC Health Team ▪ Refocus role of Psychologist Assistant with above 	September 2010	Elaine Devaney Jane Young Linda Hubbucks
	<ul style="list-style-type: none"> ▪ Implement PCT Framework for Children’s Continuing Health Care to develop clear joint commissioning pathways for assessment and support services for LAC with high-level challenging behaviour including sexually harmful behaviour and those at risk of being placed out of borough. 	October 2010	Lisa Dodd Elaine Devaney Jane Gray Deborah Mason

Priority 4.	Key Actions	Target & Timescale	Lead
Supporting CWD who are Looked After or at risk of becoming LAC	<ul style="list-style-type: none"> Explore development of joint community nursing learning disability crisis intervention service for children including those with ASD who severely challenge families and services. 	CAMHS review 2010	Lisa Dodd Debra Patterson
	<ul style="list-style-type: none"> Further develop residential provision to include weekend and holiday care to meet the needs of children and young people with ASD and complex behavioural needs. 	March 2010	Jessica Moore AHDC Steering Group Jane Gray
	<ul style="list-style-type: none"> Explore feasibility of using special school provision to provide community based support services – link to SEN review recommendations & extended schools programme. 	April 2010	Debra Patterson Bob Campion Deborah Mason Alex Marriage
	<ul style="list-style-type: none"> Explore feasibility of jointly commissioning sub-regionally appropriate long term care and education through children with ASD / LD project North of Tyne. 	October 2010	RIEP Project Board Debra Patterson Deborah Mason Jane Gray
	<ul style="list-style-type: none"> Improve accommodation & support pathways for transition into Adult Services. 	ongoing	Debra Patterson Claire Ault Tim Grew Commissioning Officers
	<ul style="list-style-type: none"> Develop Preparation for Life Skills training programme. 	April 2010	Helen Nesbitt Transitions Steering Group
	<ul style="list-style-type: none"> Develop transitions support pathway for entry into education/ training /employment + Transitions Protocol 	October 2010	Transitions Steering Group Jane Gray Independently commissioned service provider – i2i.

Priority 4 (cont)	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Specialist campaign to increase number of Home from Home foster carers ▪ Increase provision and range of short breaks to provide to ensure a range of preventative and supportive breaks including specialist short term care for children with disabilities for: <ul style="list-style-type: none"> ▪ Children with ASD ▪ Children with complex health needs ▪ Children with challenging behaviour ▪ Young people aged 14 plus 	<p>March 2011</p> <p>April 2009 – April 2011</p>	<p>Fostering Managers</p> <p>Jessica Moore Debra Patterson AHDC Steering Group Jane Gray</p>

Priority 5.	Key Actions	Target & Timescale	Lead
Promote Adoption and Permanence Plans	<ul style="list-style-type: none"> ▪ Ensure Permanence Policy implemented and show an increase in the number of children with appropriate care plans as a proportion of the total LAC. 	Plans to adoption and fostering panels for approval	Anne Roberts Fostering Managers
	<ul style="list-style-type: none"> ▪ Develop a more robust tracking system for LAC care plans to prevent drift. 	Regular audits undertaken	Joanna White Elaine Devaney Maurice Woodward
	<ul style="list-style-type: none"> ▪ Increase numbers of children who are adopted or subject to Special Guardianship Orders ▪ Increase recruitment for 'hard to place' LAC through marketing the 'Parents for Children Project' ▪ Improve range of support services. 	Ongoing	Anne Roberts Adoption team Rachel Thompson
	<ul style="list-style-type: none"> ▪ Increase number of children who are matched with permanent carers. 	Family finding link in place for all children – October 2010	Fostering Managers Anne Roberts
	<ul style="list-style-type: none"> ▪ Recruitment and support of long term & permanent foster carers. 	Recruitment campaign ongoing Support groups in place – Dec 2010 Training programme updated - December 2010	Fostering Managers Rachel Thompson Fostering team Fostering Managers Katherine Martin Anne Roberts Rachel Thompson

Priority 6.	Key Actions	Target & Timescale	Lead
Transition into Adulthood for Care Leavers and children with disabilities.	<ul style="list-style-type: none"> ▪ Improve choice of accommodation and support pathways for care leavers ▪ Housing needs assessment carried out to identify further gaps and develop options 	Update Vulnerable Persons Housing Strategy – December 2010 Needs assessment completed October 2010 Initial options appraisal October 2010	Frances Powell Maurice Woodward Jackie Park Lisa Philliskirk Elaine Devaney Heather Brown Catherine Hattam Jane Gray
	<ul style="list-style-type: none"> ▪ Update Homeless Protocol and Strategy in light of Southwark Judgement 	Protocol and Strategy updated – November 2010	Lisa Philliskirk Housing Services
	<ul style="list-style-type: none"> ▪ Improve advice and support services to create single point of referral and support ▪ Access to housing through Vulnerable Persons Housing Panel. 	In place - Dec 2009 Ongoing	Fiona Lillie Abby Smith Heather Brown Inline Service
	<ul style="list-style-type: none"> ▪ Places for Change scheme in development with Cyrenians and South Tyneside ▪ Agree age range and criteria for referral for under 18's ▪ Improve referral and risk assessment processes 	Interim scheme in place - June 2010 September 2010 New build in place - April 2011	Lisa Philliskirk Catherine Hattam Heather Brown Barry Norman
	<ul style="list-style-type: none"> ▪ Explore feasibility of developing independent units for higher levels of need with 24/7 move on support for young people aged 16-19. 	December 2010	Jane Gray YPHWG
	<ul style="list-style-type: none"> ▪ Increase taster flats by 2. 	March 2010	As above

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	<ul style="list-style-type: none"> Increase Supported Lodgings by 3. 	December 2010	Jane Gray Vicky Watson
	<ul style="list-style-type: none"> Life Skills Programme for foster carers and residential workers developed and implemented Mandatory training in place for all foster carers for those age 13 and over 	Ongoing December 2010	Katherine Martin Heather Brown Jane Young Jill Little
Priority 7.	Key Actions	Target & Timescale	Lead
Develop Specialist Services for Young Offenders	<ul style="list-style-type: none"> Recruit intensive foster care/ emergency provision via Foster Care Recruitment Strategy. 	2 intensive foster care placements – March 2011	Susan Butler Jill Little Rachel Thompson
	<ul style="list-style-type: none"> Ensure young offenders are referred as necessary through the Vulnerable Young People's Housing Panel to access crisis and supported accommodation. Develop range of supported housing options 	December 2009 Options appraisal to YPHWG October 2010	Susan Butler Heather Brown Fiona Lillie Abigail Smith Catherine Hattam Jane Gray
Priority 8.	Key Actions	Target & Timescale	Lead
Develop culturally appropriate foster care and residential provision including for Jewish and Un-Accompanied Asylum Seeking Children	<ul style="list-style-type: none"> Deliver consultation and support services for BME groups through Sahara Project. 	April 2010	Sahara Steering Group Elaine Devaney Jane Gray
	<ul style="list-style-type: none"> Explore collaboration sub-regionally to increase accommodation for Unaccompanied Asylum Seeking Children Include needs in local fostering recruitment campaigns 	April 2010 ongoing	LAC Regional Group Elaine Devaney Rachel Thompson

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	<ul style="list-style-type: none"> Consider emerging data from Jewish community needs assessment in recruitment and business plans for targeted family support services. 	April 2010	Chief Executives office CBS Adult Services Learning & Children
Priority 9. Improved education, training & employment outcomes for LAC	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> Establish & maintain Virtual School Head role to inform and develop policy and practice across Learning & Children as means to achieve improvements for LAC. 	Ongoing	Liz Hunter REALAC Team
	<ul style="list-style-type: none"> Establish criteria for use of Personal Education Allowances to support LAC as appropriate. 	April 2010	As above
	<ul style="list-style-type: none"> Develop and implement use of HE Bursaries for LAC as appropriate. 	April 2010	As above
	<ul style="list-style-type: none"> Embed private tuition for LAC as appropriate particularly years 10 and 11. 	March 2010	As above
	<ul style="list-style-type: none"> Establish statutory role of designated teacher / practitioner in schools. 	October 2010	As above
	<ul style="list-style-type: none"> Ensure head teachers and staff are supported and challenged to meet educational needs of LAC Head teachers to report annually to Governors on key indicators for all LAC. 	Ongoing Annually	As above Governing Body Support VSH
	<ul style="list-style-type: none"> Ensure all school age LAC have a PEP within 28 days 	April 2010	Jimmy Proudlock
	<ul style="list-style-type: none"> Monitor speed of school admissions for transfers to ensure all within time limit of council policy. 	September 2010	Bob Campion Liz Hunter Head Teachers
	<ul style="list-style-type: none"> Ensure first day provision for fixed term or permanent exclusion is in place. 	September 2010	As above

Priority 9 (cont)	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Integrate Connexions into Integrated LAC SW Team. 	April 2010	Elaine Devaney Liz Hamill Liz Hunter Steve Graham
	<ul style="list-style-type: none"> ▪ Develop an Employability Strategy Group to plan strategic direction for provision and support 	Autumn 2010	As above
	<ul style="list-style-type: none"> ▪ Explore expansion of pre-employment provision for care leavers 	As above	As above
	<ul style="list-style-type: none"> ▪ Monitor Teenagers to Work, From Care 2 Work, Education 2 Employment initiatives 	Ongoing	Liz Hunter Heather Brown

Priority 10.	Key Actions	Target & Timescale	Lead
Promote health and wellbeing	<ul style="list-style-type: none"> ▪ Review LAC Health Team and develop robust service specification based on updated needs assessment to ensure sufficiency of resources. 	Service specification in place – December 2010	Lisa Dodd LAC Health Team Elaine Devaney
	<ul style="list-style-type: none"> ▪ Improve health data collection and monitoring systems. 	October 2010	Frances Powell David Oates Linda Hubbucks
	<ul style="list-style-type: none"> ▪ Ensure mandatory health training for foster carers and social workers is up-to-date with current guidance. 	Annual monitoring through TAG	Katherine Martin LAC Health Team
	<ul style="list-style-type: none"> ▪ Review sessional training provision for carers and workers to ensure it is up to date with current guidance. 	As above	As above
	<ul style="list-style-type: none"> ▪ Provide continuum of mental and emotional health and support services to LAC. To be achieved by: <ul style="list-style-type: none"> - Map access to & quality of services and feed LAC priorities into emerging CAMHS Commissioning Strategy - Strengthen relationships and communication within universal settings e.g. schools. 	October 2010 CAMHS review - April 2010 October 2010	Kevin Yates Linda Hubbucks Liz Hunter Lisa Dodd Elaine Devaney

Priority 10 (cont)	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Provide alternative support & provision with substance misuse needs refusing to engage with current provision. To be achieved by: <ul style="list-style-type: none"> - Develop and monitor regular drop in sessions to Children's Homes - Investigate additional work with carers to improve engagement with LAC - Trial outcomes of alternative approaches for engaging with LAC. 	<p>Be Healthy sub-group report to GCPP</p> <p>October 2010</p> <p>April 2010</p> <p>June 2010</p>	<p>Linda Hubbucks Rebecca Pharoah</p>
	<ul style="list-style-type: none"> ▪ Implement recommendations from Promoting Health Guidance Document & NICE. 	<p>Compliant with guidance & regs ongoing</p>	<p>Linda Hubbucks Helen Palmer Lisa Dodd Elaine Devaney</p>
	<ul style="list-style-type: none"> ▪ Review processes for health assessments to ensure are effective and timely. 	<p>Improved statistics June 2010</p>	<p>As above</p>
	<ul style="list-style-type: none"> ▪ Implement Teenage Pregnancy Service key priorities and review partnership agreements with social work and integrated services. To be achieved by: <ul style="list-style-type: none"> - Target work with 'at risk' young people including LAC - Enhance sexual health services including LAC - Work with partners to develop supports for teenage parents housing, education, employment and training - Provide training for colleagues and monitor use of LAC Sexual Health Referral Tool & LAC Pregnancy Protocol. 	<p>Report reduction of teen pregnancy rates and reduction of STI's to GCPP.</p> <p>October 2010 – April 2011</p>	<p>Martin Donnelly Judith Doyle Heather Brown</p>

Priority 11. Develop the workforce	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Develop mandatory training programme for residential care staff and foster carers to meet more complex needs and build expertise in working with more challenging young people. 	Programme in place and all carers achieve / show progress within 2 years of registration - commence October 2010	Katherine Martin Rachel Thompson Jill Little YOT Registered Managers
	<ul style="list-style-type: none"> ▪ Develop Integrated Foster Care Training Programme – improve foster carer skill base in line with CWDC requirements ▪ Develop monthly workshop for all foster carers ▪ All fee paid foster carers to achieve NVQ 3 and be available to all carers 	<p>All carers to complete within one year of approval or by April 2011</p> <p>April 2011</p> <p>As above</p>	As above NVQ Assessor
	<ul style="list-style-type: none"> ▪ External provider / commissioner forums held regularly ▪ Inform providers of needs assessment ▪ Work in partnership to improve service delivery and service user outcomes . 	<p>Quarterly</p> <p>Meetings as necessary</p>	Jane Gray Independent and Voluntary sector partners

Priority 12.	Key Actions	Target & Timescale	Lead
Improve planning and performance	<ul style="list-style-type: none"> ▪ Improve LAC data reporting to JSNA , Joint Commissioning Strategy and CYPP. 	Annually	JSNA Steering Group Ann Day Lisa Dodd Jane Gray Elaine Devaney
	<ul style="list-style-type: none"> ▪ Improve data collection, aggregation and analysis to enhance service planning and performance monitoring for LAC. 	Aggregated performance framework developed - December 2010	Frances Powell David Oates/Lynne Trotter Elaine Devaney GCPP partners Ann Day
	<ul style="list-style-type: none"> ▪ Build on Children's Trust /RIEP initiative to develop an Outcomes Based Accountability / Performance Framework for LAC services. 	April 2011	As above
	<ul style="list-style-type: none"> ▪ Develop Looked After Children Commissioning Strategy including shared / crosscutting priorities. 	Strategy in place - January 2010 Annual review	Jane Gray Elaine Devaney GCPP partners

Priority 13.	Key Actions	Target & Timescale	Lead
Secure sufficient quality services through management of the Provider market	<ul style="list-style-type: none"> Map current and projected commissioning of services for LAC to inform business planning & LAC Commissioning Action Plan. 	Annually	Elaine Devaney Lynne Trotter GCPP partners Jane Gray
	<ul style="list-style-type: none"> Ensure appropriate contractual arrangements in place for all externally commissioned services with evidence based performance management frameworks based on needs and specific outcomes. 	Ongoing	Jane Gray Deborah Wise Elaine Devaney Deborah Mason
	<ul style="list-style-type: none"> Utilise a range of procurement and other commissioning mechanisms to secure best value services including sub-regional and regional arrangements. 	March 2010	Jane Gray
	<ul style="list-style-type: none"> Establish & implement system & processes to monitor and review LAC externally commissioned services prioritising OOB placement monitoring. 	April 2011	Jane Gray Michelle Crawford Kirsty Evenden
	<ul style="list-style-type: none"> Renew Independent Fostering Agencies Framework Agreement through regional tender to establish Preferred Provider List using the National Contract. 	April 2011	Jane Gray Kirsty Evenden Working group of 7 LA's

Priority 13 (cont)	Key Actions	Target & Timescale	Lead
	<ul style="list-style-type: none"> ▪ Explore development of business model for both internal and external providers to promote development of Purchaser/Provider commissioning split and evidence based performance management. 	October 2010	Children's Trust Commissioning Support Team (CST) Ann Day Service Manager LAC&CP
	<ul style="list-style-type: none"> ▪ Establish a Preferred Provider List across the Children's Trust for targeted family support services ensuring they are flexible, local and can support the personalisation model of service delivery. 	April 2011	Corporate Procurement - Julie Nicholson CST Jane Gray
Priority 14.	Key Actions	Target & Timescale	Lead
Develop and embed participation and involvement for LAC and Corporate Parenting Partners	<ul style="list-style-type: none"> ▪ Develop Participation Hub to roll out Standards of Care and Care Pledge & include in staff training and incorporate into strategic plans. 	October 2010	Elaine Devaney Chris Hulme Katherine Martin GCPP
	<ul style="list-style-type: none"> ▪ Restructure One Voice into age appropriate groups & develop variety of engagement mechanisms to include all partners. 	December 2010	Chris Hulme One Voice members
	<ul style="list-style-type: none"> ▪ LAC supported to participate in staff recruitment processes. 	Ongoing	Chris Hulme Frances Powell
	<ul style="list-style-type: none"> ▪ LAC supported to contribute to tender evaluation panels for the procurement of services. 	Ongoing	Chris Hulme Jane Gray
	<ul style="list-style-type: none"> ▪ LAC to attend OSC meetings and meet regularly with Senior Managers. 	Ongoing	Frances Powell Chris Hulme Chief Executives Office
	<ul style="list-style-type: none"> ▪ Develop regular consultation process with young people to determine how we are fulfilling Care Pledge utilising creative methods. 	December 2010	Chris Hulme Joanna White Elaine Devaney Registered Managers