

Child in Care Strategy for Change- APPENDIX 1

Commentary	Action (s)	Timescale/ Milestones	Lead Responsibility	Resources to Be deployed	PI's/CYPP Priorities. JB* recommendations	Progress/ Evaluation
All Teams to reshape service provision to help develop and support plans to prevent the need to accommodate children and young people.	<p>Teams plans that realistically change culture and promote this as a cardinal feature of every team.</p> <p>Stop high numbers of children entering the public care system</p>	Within the new team planning cycle 07	Each manager answerable to appropriate Area lead AD	Existing plus the development of CAF, Area Panels and BHL P	Reducing the number of children and young people who are cared for	Reduction of LAC (Child in Care Population) of 56 by Dec 2007
All teams to reshape services to promote the well being of LAC children	<p>Stop school exclusions and develop systems and techniques to help schools manage these children differently</p> <p>Schools and managers to make themselves aware of the LAC children and positively promote them by offering services to meet their their needs</p>	Within the new team planning cycle 07	Each manager answerable to appropriate area AD lead	Existing Plus the use of CAF, the development of Area Panels and BHL P	<p>Reducing Exclusions</p> <p>Reducing NEETS</p> <p>Reducing the LAC population</p>	<p>Monitor a reduction in NEETS</p> <p>Reduction in the LAC population by by Dec 2007</p>

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Support schools, children and parents where pupils are identified as vulnerable and at risk of exclusion or social, emotional and behaviour difficulties.	<ul style="list-style-type: none"> Work collaboratively with schools and parents and other partners to identify and devise and deliver interventions for children to support their social, emotional and behavioural skills and development. 	Ongoing	School and Community Support Team Managers Hass Yilmaz (East area) Jenny Cross (West area) Heather Forknall (Central area)	All staff in Area School And Community Support Teams		

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<p>All staff in School and Community Teams to take an active role in their schools to ask about Children in Care or who may be at risk of going into the care system, and seek involvement</p>	<ul style="list-style-type: none"> • EPs, LLSS teachers to ask schools (via PARMs and All Agency meetings) if child is on SEN register and check whether they are under-achieving. • EWOs, CMHWs, School Nurses, to 	<p>December 2007</p>	<p>School and Community Support Team Managers</p> <p>Hass Yilmaz (East area)</p> <p>Jenny Cross (West Area)</p> <p>Heather Forknall (Central area)</p>	<p>All staff in Area Schools And Community Teams</p>		

	ensure Children in Care, or at risk of going into care, are prioritised for support.					
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Currently Social Care teams have access to Care Plans along with some other colleagues but this information is not shared in a consistent way amongst practitioners supporting children and young people in care.	Care Plans written by Social Workers to be shared with other practitioners supporting the child/ young person. For example Connexions Personal Advisers and Education Welfare Officers.	To take immediate effect. When CAF is rolled out care plans will be able to be shared as appendices to CAF assessments.	? Liz Rugg/ Andy Pallas	Social Care administration. Recommendation 5 in the Jack Blackmore report is about training for co-professionals in their new roles this might be useful for practitioners using care plans to inform their	CYPP – priority 6 (To protect children & young people from harm by providing a co-ordinated and effective child protection process), priority 9 (To promote and safeguard the welfare of the most vulnerable children & young people and their families). Recommendations 2, 5	Internal audit in six months time to ensure that practitioners are receiving a copy of the care plan where appropriate

				delivery for the first time.	& 16 from Jack Blackmore's report.	
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There is not an existing protocol which states that Connexions Personal Advisers (PAs) based in schools will automatically be made aware of which children and young people are in care attending that school.	All Connexions Personal Advisers to be informed of whom the young people in care are for their school in Years 9, 10 and 11. For the PAs to keep a parental eye on these young people if not on their allocated caseload. This parental eye will be in addition to other support the young people receive within	To take immediate effect	? Gillian Cunliffe/ Nigel Jenner	Social Care and School administration to share this information on a minimum of a termly basis with PAs	CYPP priorities 6 and 9 as above. Recommendations 2, 5 & 16 from Jack Blackmore's report.	Internal audit in six months time to ensure that practitioners are receiving updated information about the young people in care attending the school they work in.

	school with a specific brief of NEET (Not in Education, Employment and Training) Prevention.					
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Budget Holding Lead Professional aligned to help our Action Plan	Area Teams to ensure that both BHLP and BHLP Children in Care Pilots are being used to where appropriate for children targeted by the Action Plan	Operational from April 1st 2007 till March 31st 2008	Area ADs	BHLP & BHLP Children in Care	Funding used successfully to support a plan to either stop a child becoming LAC, or returning a child to the community, or the Child in Care achieving 5 ECM outcomes	Using a model developed by our own Performance and QA team - by 1st October 2007

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Corporate Parenting	Evaluate the strategic wisdom of broadening the scope of the Child Welfare Board to encompass a Corporate Parenting Board function - thus spreading accountability right through the system and aligning corporate resources more effectively.	Between now & April 1st 2007	Area ADs to discuss in DMT (& TMT)	No resource implications	Does this use of the CWB open up wider LA resources to facilitate better corporate parenting (eg..Housing)	Review by October 1st 2007

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Developing multi-agency planning to avoid children and Young people going into care	Review PARMs FGC and Turner models of MA planning. <ul style="list-style-type: none"> • To decide which model or models should be adopted city wide • To agree the role and purpose of the model(s) • To agree how families are included • To determine at what stage such planning should 	Advantages and disadvantages each model their current roles and modes of operation by end May 07 To propose an approach for the future and consult on it with key stakeholders June to Sept Introduce new way of working	?? could be Hass in partnership with Ellen a Social care manager, youth and connexions manager and Sure start manager	Task and Finish group with defined membership reporting back to area tier 3 and DMT	To be developed by the group Cuts across most CYPP priorities but is a system and process not an outcome in itself	Question is the test out new model(s) based on best practice and to review at regular intervals Are interventions more timely? Are key agencies attending meetings How quickly do the meetings take place after requested What are the measure of effectiveness and outcome eg do

	<p>take place so it can have a preventative role</p> <ul style="list-style-type: none"> To agree the mechanisms by which key agencies are involved and attend 	Sept (new academic year)				families have a plan that they can agree and contribute to
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Changes in the culture of the C&YPT over the management of risk needs to be explored. To understand the current culture and the changes that need to take place, a survey of attitude, values and beliefs of staff regarding what is a risk or not	DMT workshop on holding managing risk for 3rd Tier managers. The use of a continuum to express what level of risk is being presented and what action can be taken to manage the risk. Use of situational examples drawn from practice	To be held by March 31 st 07	(?) CP	Team meetings Supervision Production of Survey (?)	(?)	Workshops undertaken. Survey completed. There will need to be a method of communicating the collective agreements which for some may be difficult. Something about support form managers.

needs to be undertaken	Work force survey (?) Workshops to be undertaken at Management/ team meetings.					
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To ensure MW services are engaged with the process of reducing the numbers of Children in Care, and for MWs to identify those vulnerable mothers-to-be whose babies may be at risk of becoming CIC so	Meeting to be held with Midwifery Managers so that they are fully informed of the JB report and the requirement for their services to be engaged in the process.	Meeting to be held as soon as possible	Emma Smith	Time to meet	Early identification will allow better care planning/outcomes.	There will be a reduction in numbers of babies becoming long term CIC

that early assessment and care planning can occur						
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To have agreed terms of reference for Area Panel meetings	Terms of Reference and associated paperwork to be circulated and used in Panel meetings	By 12 th March	Heather Forknall, Emma Smith and Andy Whippey	Time to meet and finalise ToR and documentation	JB recommends Area Panels to be operational	Panels are meeting and following agreed ToR.
Better decision making regarding whether or not to	The LAC Commissioning Strategy project group	Project group has meeting convened for	Liz Rugg as Project Board Chair	Project Board member's time	Links directly to JB report recommendations	Numbers of children being considered for care proceedings will

initiate Care Proceedings	to work on the decision pathway and associated issues	23 rd Feb when will agree project plan				be reduced.
Use of funded Children's Centres Nursery places as planned respite support where appropriate in families where there is a child/ren under 5 who are at risk of becoming CIC and/or for those who are being rehabilitated	Joined up Care Planning between Under 5s services and Social care services that will consider the appropriate use of CC funded nursery places for respite.	From now on	Lead professional for the child (usually the HV)	Time to meet to care plan and the funding for the Nursery Placement	Links to JB recommendations	Numbers of CIC under 5 will decrease and CC funded Nursery placements will be used by these vulnerable children.
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Reductions in numbers of children in care by end of 2007	List of potential children in care to be discharged during 2007	List to be completed by 20.02.07	Andy Whippey	<ul style="list-style-type: none"> - initial lists have been completed - review process will need to be determined to ensure process remains on 	PIs affected <ul style="list-style-type: none"> (i) - number of children in care per 10,000 people (ii) - outcome indicators for children in care 	Lists being aggregated from the three districts as to potential discharge from the children in care system

				track	JB - recommendation that looked after children numbers reduce by 56 by December 2007	
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To have agreed Terms of Reference for Area Panels	→	Please see sheet completed by Emma Smith				

<p>DMT to have a facilitated management of risk workshop in relation to safeguarding and child protection, and for clear messages from DMT to be communicated consistently within CYPT</p>	<p>Workshop to be agreed by DMT DMT lead to be identified Facilitator to be identified Date to be agreed by DMT The LSB to endorse the key messages from DMTs workshop</p>	<p>At DMT when action plan is presented</p>	<p>Gillian/Gil/James</p>		<p>To contribute to the reduction in numbers of children in care</p>	<p>All of the actions to be taken in a timely fashion as possible following DMTs agreement</p>
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<p>A risk management workshop in relation to safeguarding and child protection to take place for all 3rd Tier Managers in CYPT</p> <p>Information sharing – 3rd Tier information sharing proforma to be agreed and distributed</p>	<p>Lead area AD to be identified</p> <p>Date to be agreed in the 3rd Tier Management cycle</p> <p>Workshop to be planned</p> <p>Liz Rugg and Sarah Daly to agree timescales for distribution of proforma and implementation programme</p>	<p>To be agreed at DMT when report is presented</p> <p>Liz Rugg and Sarah Daly to inform DMT of timescales and seek DMT agreement of proforma and implementation programme</p>	<p>Sarah Daly</p>		<p>To contribute to the reduction in numbers of children in care</p>	<p>Implementation programme in place by July 2007</p>

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<p>Information sharing – each area team to have a team discussion with the objective of having a clearer understanding of the implications of information sharing in terms of safeguarding and that being everyone's responsibility. The team meeting should look at Sheffield's area child protection committee serious case review 2005</p>	<p>Each area manager responsible for ensuring the discussion takes place and to report back to the relevant AD any key messages from the discussion.</p>	<p>To be completed by June 2007</p>	<p>Area Managers</p>		<p>To support the recommendations of the JB report</p>	

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<p>Challenge exercise for Area Assistant Directors and relevant central Assistant Directors surrounding lessons learnt from the JB report.</p>	<p>Meeting to take place with outside challenger to examine the underlying issues pertaining to the JB report, and to agreed Stage 2 of the action plan.</p>	<p>By end of March 2007</p>	<p>Gil/Gillian/James</p>		<p>In furtherance of the recommendations of the JB report</p>	<p>The development of Stage 2 of the action plan</p>

